THE IMPACT OF IT CAPABILITIES AND CUSTOMER RELATIONSHIP MANAGEMENT ON SALES REVENUE GROWTH IN THE BANKING SECTOR OF MYANMAR: A MULTIPLE CASE STUDY OF THE MYANMAR BANKING SECTOR

KHIN KYI PYAR

A THESIS STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIRMENTS FOR THE GRADUATE SCHOOL

STAMFORD INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

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The Research has been approved by

Stamford International University

The Graduate School

Title: The Impact of IT Capabilities and Customer Relationship Management on Sales Revenue Growth in the Banking Sector of Myanmar: A Multiple Case Study of the Myanmar Banking Sector

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Thesis Title: The Impact of IT Capabilities and Customer Relationship Management on Sales Revenue Growth in the Banking Sector of Myanmar: A Multiple Case Study of the Myanmar Banking Sector

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Degree: Master of Business Administration

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Academic Year: 2016

Abstract

This research evaluates the impact held by Information Technology (IT) capabilities in addition to customer relationship management (CRM) on Sales Revenue Growth in the banking industry of Myanmar.

For research methodology: the researcher used the survey questionnaire design to collect the data from respondents. The questionnaire which was developed to ask 300 employees who currently working at the banks. The data analysis was managed through the data analysis program (SPSS). The descriptive analysis, i.e. frequency, standard deviation, mean, percentage and inferential statistics analysis. Stepwise linear regression test is used to evaluate the thesis and to identify indirect and direct relationships between variables.

Keywords: IT capabilities, Customer Relationship Management, Sales Revenue Growth

ACKNOWLEDGEMENT

I would like to express my gratitude to everyone who supported me thorough out the course of this MBA program. First of all, I would like to express my appreciation to my advisor Dr. Martin Goerlich the continuous support of my master thesis for his patience, motivation, suggestion and guidance for my paper.

I would like to acknowledge the rest of my thesis all expert committee memebers Assoc. Prof. Dr. William, Dr. Scott and external committee Assoc. Prof. Dr. Chowfor their valuable comments, suggestions and feedbacks.

I would also like to thank the experts who were involved in the validation survey for this research paper: Staffs from KBZ bank, MAB bank and AGD bank. Without their passionate participation and input, the validation survey could not have been successfully conducted.

Last but not least, I would like to express my very profound gratitude to my parents and my friends who always support me whatever and whenever for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you so much.

Khin Kyi Pyar

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CHAPTER 1

INTRODUCTION

In spite of the broadly held conviction, that Information Technology (IT) is critical to a business's development and survival, researchers are still trying to indicate the basic systems linking IT to business. The effectiveness of using IT and Customer relationship management are key factors separating fruitful business from their business competitors. For instance, IT capability was found to be an important differentiator of banks in the early of 1980s, as associated to those that were less profitable (Nolan, December 1994).

This study focuses on the sales revenue growth by the effects of IT and Customer Relationship Management, an issue that has motivated much debate over the last decade. The first paper of this paper represents the study context, introduces the reader to the overview of the banking sector in Myanmar, specifies the problem of the study, identifies the objectives of the research and research question, and describes the significance of the study. The chapter concludes by noting the extent and research restrictions and definition on terms used.

1.1 Background of the study

Nowadays, there are a lot of competition in business and many organizations such as insurance firms, banks, and different suppliers comprehend the significance of CRM alongside its ability to offer great help with obtaining more consumers, facilitate high customer retention and support their loyalty. Many firms need to integrate customer knowledge to acquire the strong coordination of a partnering relationship with customer amidst marketing departments and Information technology to facilitate better relations with customers over a long-term strategy. This study is concerned with purpose of CRM and IT in relation to the banking sector, and the necessity of CRM in boosting consumer value through technology and relationship marketing.

1.1.1 Overview of Banking Sector in Myanmar

Banks are critical in advancing economic development, improvement, and stability. Fluctuations in the financial systems, resulting fluctuations in politics and legislature, generally include restricting of economic framework comprising baking industry. Therefore, the banking sector of Myanmar has underwent significant alterations based on the changing demands of the economic and political sectors (AGD_bank, 2013).

In 1885, before World War II, United Kingdom colonized the Myanmar, making it one of the provinces of British India in 1886. At this time, the capital of Myanmar was based in Yangon and Myanmar's currency was Rupee at that period. Branch of Foreign Banks came to invest in Myanmar since 1861. Given the apparent lack of a state bank, as well as an identical lack of such in India, the Imperial bank of India acted as the central bank for all states. Myanmar gained detachment as a British Indian territory in April 1937 (AGD_bank, 2013).

In 1948, Myanmar accomplished Independence and established the Union Bank of Burma (UBB) on 3rd April through Act of Union Bank of Burma 1947. After that, UBB exercised the administration of RBI Yangon Branch. During that time, the banking sector constituted a mix of private and government banks, with branches from foreign banks present in some locations. At that period, Myanmar was overseen pretty much on the course of the market economic system (AGD_bank, 2013).

In 31st December 1962, the banking sector constituted UBB, three government banks – Industrial development bank, state agriculture bank and state commercial bank, alongside 24 privately owned and administered banks, out of which 14 were international banks. The UBB managed effective regulation over the entire industry – spanning both private and government banks, disallowing any significant negative turnovers, disappointments or corruption to occur.

Following 1962, Myanmar followed legislature intended to alter the financial structure of the national into one of a state-administered economy. In accordance with that arrangement, the banking industry was subjected to alteration. In February 1963, all

operational non-government banks were nationalized (AGD_bank, 2013). After that, all related economic legislations were canceled and PBUB policy was ordered.

In 1969, the entirety of banks and insurance firms were cobbled in a single, giant economic entity called the People's bank of the Union of Burma, intended to function alike to a central bank as well as occupied with commercial, savings, insurance operations, agricultural and small loans financing and industrial through the specific divisions which are Central Office, Savings and Securities Division, Banking Division, Insurance Division, Currency Division, Foreign Exchange Division, Small Loans Division, Agricultural Finance Division, Industrial Finance Division, Administrative Division, , Audit and Inspection Division, Research and Training Division. In 1972, the PUBB was altered to become the Union of Burma Bank (UBB) in 1972. Four years later, the banking sector was once again restructured to derive efficient administration of economic conducts based on the 1975 banking law (AGD_bank, 2013).

The Myanmar economic framework has been transformed from a centrally planned economy towards a business sector economy since late 1988. To build up the banking system and enhance the productivity of financial activities in the change of economic policy, the structure of banking system was changed by the following new bank laws enacted in 1990: Central Bank of Myanmar Law (CBM), Financial Institutions of Myanmar Law (FIM) and Law of MARD (Myanmar Agricultural and Rural Development Bank).

According to the new banking laws, the CBM has given banking permit to local private banks to do commercial banking activities and foreign banks to open representative offices in Myanmar. The first domestic private bank opened in 1992. In September 1989, the Myanmar Investment and Commercial Bank (MICB) was established as an auxiliary of the MEB to support foreign banking facilities as well as financial services and domestic banking to local and foreign investors, commercial business enterprises, business agents and to importers and exporters in Myanmar, became an independent entity in September 1990. Some private banks announced some new sorts of facilities (for Myanmar) such as credit cards in local currency, Automatic Teller Machine (ATM) cards, gift cheques, hire purchase, and Point of Sale (POS) System Machines.

In 2003, there were 20 private banks in Myanmar (AGD_bank, 2013). On the other hand, an excessive amount of risk taking and shady cash lending practices by some banks sparked a crisis exacerbated by incompetent decision making. Licenses of two banks were revoked because of their failure to consent the existing bank laws. On top of that, one bank was compelled to close and legal action taken against it for its government evasion exercises. These occurrences led the authorities to take tougher supervisory and administrative activities and more restrictions against private banks. When 2007, some banks were ready to work ordinarily.

In 2010, the banking system of Myanmar stabilized and returned to typical, as a liberalization measure, four new banks were offered licenses to operate banking activities (AGD_bank, 2013).After the declaration of the CBM Law in 2013, the CBM, an autonomous institution under the Ministry of Revenue and Finance, take responsibility as the licensing authority and regulator of all banks in Myanmar, also has legally responsible for developing capital markets. As indicated by the law of Financial Institutions of Myanmar 1990, the CBM can permit four sorts of financial establishment: commercial banks, development or investment banks, credit social orders and fund organizations (DFDL, 2014). As of now, Myanmar banking system comprises are the following: Myanmar Economic Bank (MEB), Central Bank of Myanmar, Myanmar Foreign Trade Bank (MFTB), the other State-owned Banks, Myanmar Agricultural Development Bank (MADB), 24 domestic private banks with over 400 branches, 9 Foreign banks branches and 48 foreign banks' representative offices. All local banks are members of the Myanmar Banks Affiliation (MBA), which was formed April 1st, 1999 to consider banking industry issues (DFDL, 2014).

Number	**Name of Banks**
1.	Kanbawza Bank Ltd
2.	Ayeyarwaddy Bank Ltd
3.	Asia Green Development Bank Ltd
4.	Co-operative Bank Ltd
5.	Myanmar Apex Bank Ltd

6.	Tun Foundation Bank Ltd
7.	Yoma Bank Ltd
8.	Myanmar Citizens Bank Ltd
9.	Yadanabon Bank Ltd
10.	Construction and Housing Development Bank Ltd
11.	Asia Yangon Bank Ltd
12.	Myawaddy Bank Ltd
13.	First Private Bank Ltd
14.	Nyapyitaw Sibin Bank Limited
15.	Small and Medium Industries Development Bank Ltd
16.	Shwe Rural and Urban Development Bank Ltd
17.	Myanmar Oriental Bank Ltd
18.	Yangon City Bank Ltd
19.	Ayeyarwaddy Farmers development Bank Ltd
20.	United Amara Bank Ltd
21.	Global Treasure Bank Ltd
22.	Innwa Bank Ltd
23.	Myanmar Microfinance Bank Ltd
24.	Rural Development Bank Ltd

Source: Central Bank of Myanmar, 2015

Table 1. 1 List of Private Banks in Myanmar

According to the new government, which was formed on March 30, 2011, the Central Bank of Myanmar needs to wind up freely to set out the strategies. National Bank of Myanmar needs to institute fiscal arrangement autonomously to control the value security in the residential business sector and to protect the interior and outside estimation of the Myanmar money the kyat. As per the fresh legislature from the Central Bank, Central Bank of Myanmar will be established using expended capital of 300 Billion kyats (Central Bank of Myanmar, 2015).

Banking Industry having high competitive with only banks each other but also with non-banks and other financial business. The products and services are identical and are easy to duplicate, the best way to separate themselves is as far as value and quality and the way they render their services. Therefore, using IT and relationship marketing is potentially

an effective tool that can be used to increase competitive advantage over others to survive in today's ever expanding banking competitive environment.

1.2 Statement of the Problem

Since 2011 Myanmar have changed a lot in the economic and financial sector because of political changing, Myanmar Banking industry has come a long way. A significant number of foreign banks have opened offices in Myanmar as the number of foreign investment has raised rapidly. This prompted to an increase the tempo of competition in the business sector.

For Myanmar banking industry, to improve competitive advantages in the local market, there is needs to update their technology system like online banking, mobile banking and to keep enhancing the banking system and quality of services they provide. This research purpose to provide some awareness about the impact IT and relationship marketing on the Sales Revenue Growth in the banking sector of Myanmar.

1.3 Research Questions

1. To what degree do IT capabilities impact on the Sales revenue growth in the banking industry of Myanmar on the example of selected three banks?
2. To what degree does CRM impact on the Sales revenue development in the banking industry of Myanmar on the example of selected three banks?

1.4 Research Objectives

As a multiple case study of the Primal objectives is to evaluate the impact of IT and CRM on Myanmar's banking sector. The study goals are to theorize and deliberate elements correlated to the topic.

i. To explore the IT capabilities, customer relationship management and sale revenues growth in bank industry.

ii. To assess the effect of IT related factors on the Sales Revenue Progression in the banking industry of Myanmar.

iii. To identify the impact of CRM on the Sales Revenue Growth in the banking industry of Myanmar.

1.5 Conceptual Frameworks

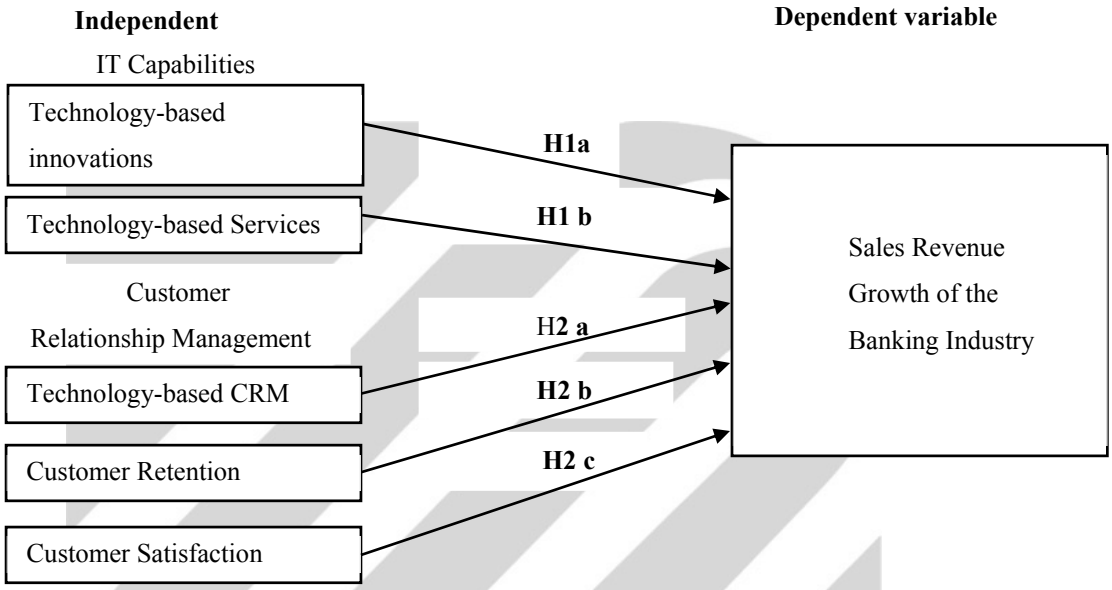

Figure 1.1 - Conceptual Framework

1.6 Hypothesis

According to the research objectives and review of present literature, the provided hypothesis will be considered:

H1: There is a positive relationship between the level of IT capabilities offered by a bank and sales revenue for the selected banks.

H1a: There is a positive relationship between the Technology-based innovations offered a bank and sales revenue for the selected banks.

H1b: There is a positive relationship between the Technology-based Services offered by a bank and sales revenue for the selected banks.

H2: There is a positive relationship between the level of Customer relationship management of a bank and sales revenue for the selected banks.

H2a: There is a positive relationship between the Technology-based CRM of the bank and sales revenue for the selected banks.

H2b: There is a positive relationship between the Customer Retention of the bank and sales revenue for the selected banks.

H2c: There is a positive relationship between the Customer Satisfaction and sales revenue for the selected banks.

1.7 Significance of the Study

This research's significance is that it establishes the relationship between banking services and Customer Relationship Management of Myanmar banking industry and to understand the important of IT and Relationship marketing in the banking industry to facilitate greater service to consumers, improving their loyalty through acquiring higher satisfaction.

According to the changes economic systems in Myanmar, there is high-level competition between local and foreign banks in Myanmar banking industry, therefore, IT capabilities and Customer Relationship management become the main factors to keep long-term customer relationship and to increase the Sales Revenue Growth. The result of the study leads to more valuable studies to improve bank's productivity following the establishment of a good image.

1.8 Scope and Limitation of the Study

The present research is focused towards efficiency and effectiveness of IT capabilities and relationship marketing of Myanmar banking Sector. Therefore, the research depends on Information Technology and CRM that using for Sales revenue growth of selected banks.

The scope of this research spans the aspects provided below:

Human Limitations: The employees include current general/branches managers, IT/sales and marketing managers, and staffs of the banks in Yangon.

Place Limitations: Kanbawza Banks, Asia Green Development Banks, and Myanma Apex Banks in Yangon.

Time Limitations: allocated time for study achievement.

1.9 Definition of terms

Information Technology Capability – Information Technology Capability is an association's ability, by the idea of its IT resources and know, to create business value. This ability ascribed to the IT function within an association (Sourabhhajela, 2009). IT Capabilities are the abilities to efficiently disseminate or acquire significant software and hardware diversity, core applications, skills and capabilities, promises, data, communication technologies and values into databases and employees working in the IT frameworks. (Doyglas E. Byrd, 2000).

Customer Relationship Management– CRM is a term relating to executions, strategy innovations that organizations utilize for overseeing and analyzing customer relations and information spanning lifecycle of the consumer, coupled with the goal of enhancing business contacts with clients, providing greater retention of consumers and stimulating growth in revenue. CRM frameworks are intended for collecting data on customers throughout diverse spectrums or the point of contact amidst the organization and consumers that could include the company's web presence, e-mail, live chatting, phone support and social media platform. It can also provide employees who work with customer directly comprehensive data on the personal information of the consumer – i.e. sales history, purchasing preferences and issues (Rouse, 2014). CRM incorporate sales, marketing and customer service, customer retention and loyalty program. Retaining profitable relationships with customers is a primary business goal.

Revenue Growth– The growth in sale over a specific period of time in a company.

Banking Industry –Banking Industry is a group of banks offering similar services. It points to economic entities accepting financial deposits, and diverts the deposited finance into lending and financing activities. To simplify, banks are businesses that accept and secure money deposited by other individuals – deriving profit from the deposited funds through lending the money to other individuals in exchange for additional interest on the loan. (Sunday, 2014)

CHAPTER 2

LITERATURE REVIEW

This sections provides literature review based on the objectives of this study. This involves reviewing concepts, theories and studies earlier conducted by researchers on the relationship between IT and the sales revenue growth, and the relationship between CRM and the sales revenue growth.

This section takes into consideration the various literature in three broad segments. The first part explores how technology uses in the business sector, the second is the development of customer relationship management by using relationship marketing, advantages of CRM and the introduction of innovation services through CRM, and the last one is about the sales revenue growth and how to measure it.

2.1 Information Technology Capabilities

In the early years of computing, the advancement of substantially centralized server PCs and information transfers systems and terminals brought about through structuring of PC equipment and programming, database, and data specialists inside associations belonging to the corporate level. Following, the improvement of micro and minicomputers facilitated a downwards model, indicting a step backwards to privatization by many organizations (O'Brien, 2005).

IT has turned into a subject of essential significance to banks around the world (Shittu, September 2010). E-banking enables clients to get their accounts, conduct the financial transaction, and pay bills through the Internet or telephone without having to physically visit their banks (Abubakar, 2014). Banks use electronic gadgets, for example, computer for storing data, analyzing and distributing information. E-banking is considered a potential substitute for block and mortar bank offices; however, bank clients still visit their banks in any event once every month (Syed Shah Alam, April 2009).

As I mentioned IT involved software, hardware, databases management, telecommunications, networks and other linked data processing technologies which are utilized to construct PC-based data system (O'Brien, 2005). Endeavors comprise of a wide range of sorts of complex circumstances that are entwined in a dynamic and active environment. The capacity of IT makes it easier for organizations to beat their rivals.

As the 21st century unfolds, a lot of companies all through the world are resolved to changing themselves into the worldwide business powerhouse by means of significant interests in worldwide e-business, e-commerce and other IT initiatives (O'Brien, 2005). IT capability is an essential resource for organizations.

Some academics working under numerous Information Systems literature have theorized IT capabilities from distinctive edges. The debate on thought or considered IT functions is observed more commonly in professional based writing instead of in academic sources. Functionality of Information technology has turned out to be more significant in associations with the expanded accentuation on its strategic purpose (Anandhi S. Bharadwaj, 1999). The section of information technology in developing company productivity is provided in the existing literature. According to the one of the previous studies, IT offer a foundation for competitive advantages.

IT researches have exposed that it provides to gain a competitive advantage to get the win over other rivals in the business (Bharadwaj, March 2000) and enhancing the functionality of the organization (Hartono, March 2003). IT capability has been concentrated on by the researchers from different perspectives that consider power relationships, coordination, account work design and process transformation.

According to comprehensive researches, IT gather information adequately and use the data in a good way (Anandhi S. Bharadwaj, 1999), (Bharadwaj, March 2000). IT offers dependable service, lessens administration mistakes and boosts productivity. Furthermore deliberated that IT can increment to derive the highest service quality through support of enhanced personalized services and in making an information bank to perceive and allocate experience (Quinn, 1990).Additionally, there are cases that (Michael J. Tippins, 2003) an association can enhance its execution with the assistant of IT capabilities.

One of the researchers (Te-Won Lee, 1999), IT capabilities is described as single kind of characteristic associations possess which can provide the work processes in the company through strategizing and incorporating other critical resources together (Te-Won Lee, 1999). In one more research (Kapil R. Tuli, July 2007), IT capabilities are defined as capability that can incorporate different resources by utilizing and dissemination of resources throughout the company.

These resources can be divided into 3 separate groups - IT infrastructure, IT intangible assets and IT human resources (Kapil R. Tuli, July 2007). IT capability is the ability to manage these three IT resources (Jean W. Ross, 1996). The mix of these resources is a better resource to contend or is a competitive advantage. The resource focused view of IT recommends companies have the capability to separate their selves from competitors by means of their IT resources (Ja-Shen Chen, January 2012). On the other hand, while it is hard to get or emulated each distinct IT resources, businesses can accomplish competitive advantage through figuring out how to consolidate their current IT resources effectively (Bharadwaj, March 2000).

Relating to financial performance, fall in the expense of IT without creating. Its capability would become a disadvantage. IT capability is a necessary thing for synergistic action of IT resources. This organizational ability is a progression of ‘‘composite operant resources’’ (Ja-Shen Chen, January 2012) and its constituents could be palpable or even impalpable (Hunt, March 2008).

IT capability is comprised of five critical IT-based resources; human resources, infrastructure and related resources, IT governance and coordination. In this study, we also considered these five resources as the components of IT capability.

IT infrastructure – According to Byrd and Turner (Doyglas E. Byrd, 2000), value of IT framework in the current business industries is acquiring prominence continuously. It has been given the priority status in several companies. For the technology departments of various companies, steady and fast development of IT protocols is one of the most important implementation (Bond the new and the old: Enterprise architecture, 11 January 1999). The framework constitutes physical as well as virtual utilities, e.g. hardware,

software and physical/virtual networks they are based upon. It provides the technical reason for executing IT utilities and procedure engagement. Framework furthermore constitutes an array of interconnected assets (Bharadwaj, March 2000).

IT Human Resources – IT HR consists administration and technical capabilities of workers, i.e. network management, project administration, programming, system administration, database administration, project collaboration and interaction with other frameworks and domestic elements of the IT systems (McKinney, 1988). The successful appointment of data service is based on the quality of workers. Various companies evaluate the functionary of employing, teaching and training individuals as the biggest workforce obstacle and challenge. Administration data service incorporates the administration of technical and managerial faculties. The most critical function of data service administrators is to employ sufficiently capable individuals and also to expand upon the capabilities of present workers. Consistent training is mandatory to ensure that the organization remains competitive and ever-developing. Consistent assessments to this regard are necessary, as well as ensure that employees who function well are provided sufficient rewards (e.g. bonus, salary increase etcetera). Furthermore, administrators should seek to specialize workers towards a specific job as to ensure that they are growing professional and will be hold better positions in the future. (O'Brien, 2005).

IT Related Resources – IT associated is clarified as the exceptional association amidst hierarchical elements and IT. It is necessary that both of these elements possess responsibilities to ensure efficient implementation of IT in this company. Being able to respond quickly, alongside being capable of ensuring mutual respect and trust is necessary for communal responsibilities. Verification of an effective association resource contains business accomplice possession of IT alongside high level administrations in establishing points of emphasis for the IT. Additionally, comprises of increasing individuals' comprehension of IT sourcing capacity and ability (Willcocks, 1996).

Managed utilization of IT can prompt the making of different insubstantial advantages that function as premise for extra abilities. In example, the efficient implementation of CRM for tracking consumer likings can boost the rate of customers for

the organization (Bharadwaj, March 2000). Likewise, the utilization of administration software can aid in solemnization, amalgamation, and distribution, prompting creation of diverse databases (Baily, August 1994). IT division of assets can expand the adaptability of company units through reducing temporal and spatial restrictions to networks. IT-friendly organizations undertaking integration with accomplices can comparably bring about cozy relation and help in community oriented trade (Bharadwaj, March 2000).

IT Coordination – (Mulligan, September 2002)identified coordination of IT as free framework is the prediction of IT ability. This aspect functions continuously from base level, under which transaction processing frameworks under unique applications are free, to the next level, under that, data streams across roles, to the third level stated by computing work process, interdependence and execution of IT for associated activities, i.e. CRM.

IT Governance – Governance defines the audit, regulation and control of various dissemination channels of IT services. The existence of these regulatory frameworks can greatly impact the productivity and revenue of the companies, likewise also increasing the benefits derived from effective implementation of IT services. (W.Ross, 24 June 2004). Reaching out earlier study, the IT capability is theorized as a dormant development mentioned in three dimensions: Infrastructure capability, business spanning capability and proactive stance. IT infrastructure capability is a company's capability to establish communal frameworks – an ability that observes the extent to which an organization is sufficiently capable of administrating data management and other related IT services (Peter Weill, 2002).

IT business crossing capability refers to an organization's administration for imagining and taking advantage of IT assets for fulfilling goals – reflecting the extent that the company develops a precise IT development policy, collaborates business IT-based planning and allows the administration to better understand the prediction of IT services (Hulland, March 2004).

IT proactive position is an association's capability to seek out methods for integrating IT developments or take advantage of present resources for establishing new possibilities — a position for evaluating the extent of a firm's endeavors consistently to

keep up with progressions of IT, keeps on exploring different avenues regarding new IT as essential, continues looks for better approaches to improve its adequacy of IT utilize, and cultivates an atmosphere that is strong of experimenting with better approaches for utilizing IT (Michael Ahearne, 2007).

2.2 Customer Relationship Management

Nowadays, Banking industries are very competitive and banks are confronting conveyance challenges including worldwide competition for credits, deposits, increasing customer demands, underwriting fees, contracting net revenues and the need to stay aware of the new innovation (AG, 2002). CRM came into the influence when banking institutions were getting more competitive.

Myanmar is considered among one of the developing country and in the age of the internet when the customers are having entry to an assortment of items and international services, it is becoming a challenge for local banks in Myanmar to give the services which the needs of customers. In such case, rather than getting new customers, it is turning out to be more difficult for these banks to keep their current customers.

Relationship marketing is a system for building and keeping up the association with customers, and customer maintenance is critical for banks as it indicates to the maintaining of profitable banking customers. CRM is a selecting, sustaining and managing clients' procedure so as to make the worth in long-term and it should include each department of banking organizations. Service quality is essential in banks. Service quality can be characterized as the level of excellent services supported by associations toward their clients. The concentration of CRM helped banks to comprehend the present needs of the customer, what they've done in past, and what is their plan for future to get their own objects (Yurong Xu, 2002).

CRM is a consistently occurring procedure of recognizing and developing fresh values with consumers and then dispersing the advantages of such through the lifespan of the organization. CRM spans the comprehension and administration of present cooperation

between suppliers and consumers for creation of mutual value and communal dispersing by company alignment and interdependence (Ramakrishnan, 2006).

CRM refers to two directions. The first one is the procedure of developing CRM, and the second is the substance of CRM. The procedure can be separated into three sections: initiation, maintenance and conclusion (Werner Reinartz, 2004). CRM comprises in activities that manufacturers take to fulfill clients' needs, recognize their preferences and solving their complaint, offer them after sales services, in termination, build up a long-term relation with their customers (Leo Sin, 2005).

If we do an in-depth analysis, the CRM procedure can be divided into external and internal programs, external program allude on the communication with the customers, while internal programs allude on association structure, society, and knowledge management. This research will refer to the external parts of CRM programs in link with five most well-known CRM activities: customer connection, communal troubleshooting, long-term partnerships, technology base CRM and information sharing.

Information Sharing – It alludes to distribution and interchange private data by collaborating exchanges amidst producers and their customers (Marcus, November 2005).

Customer Involvement – When a new item is produced, the client can be included in the procedure: advancement activities, technical summits, supply chain conferences and industry assessment summits. Commonly, clients offer information linked to market trends, the certainty that ought to prompt to better comprehension of future demands (Leo Sin, 2005).

Long-term Partnership – It mentions to the association between two companies. Each of the two accomplices have to possess comparable objectives and seek joint revenues over a dependable framework (Spekman, 1994).

Joint Problem Solving –Points to collaboration amidst consumers and developers in problems solving and distribution of obligations in unpredicted circumstances (Marcus, November 2005).

Technology-based CRM – It indicates to producers utilizing computer technologies as a part of the demand to facilitate distinctive CRM functions and providing

aid to clients. Additionally, such functions involve information storing, mining and other software (Leo Sin, 2005).

2.2.1 Advantages of CRM

While the benefits of CRM are many, they can generally be divided into three groups – Customer advantages, employee advantages and bank advantages.

Benefits for Customers

The following are the example of benefits for Customers – organized procedure for consumer interaction, through utilizing consumer details, banks can offer personalized services. Consumers feel empowered given that access to products and services is provided thoroughly, i.e. full day banking. Services and product can be scheduled to match with customer occasions and demands. For instance – personalized loans for tourism and education.

Advantages for Employees

CRM also effects on employees. Information necessary for ensuring high quality service is provided freely. Greater and more frequent opportunities for fulfilling client demands. Increased employee satisfaction.

Advantages for Banks

The following are the advantages for banks. Managers are authorized to data provide them assistance with managing customer relations. Efficient resource utilization, consumer loyalty and expanded satisfaction. Increased customer frequency. Contributes to gaining by short windows of chances in the business sector. (Rao, 2009)

2.2.2 Introduction of Innovative Services through CRM

A number of creative revolutions for sustenance have been established by utilizing CRM; Electronic Cash, Internet Banking, ATMs, Biometric ATMs, Single kiosk Service, Plastic cards, Internet and text Alerts, 2-in-1 Accounts, and Vast array of loan schemes based on customer needs (Rao, 2009).

By investigating the basic parts of effective CRM usage, we now turn our consideration regarding the coveted outcomes of embracing a CRM introduction inside of the association – customer retention, customer satisfaction, and sales growth.

2.2.3 Customer Retention

Among the most essential objectives of CRM is customer retention (Srinivasan, 2003).Persistent advances in IT are empowering associations to all the more productively and adequately coordinate CRM endeavors at maintaining customers (Butler, 2000). Through apt utilization of consumer information accumulated through progression of connections or touch focuses and implementing CRM innovation, an organization can all the more successfully react to the altering consumer demands through personalized products. Through this implementation, the long-term relation with consumers is positively impacted (Thomas A. Burnham, 2003).

Besides, by sorting out their CRM functions upon consumer groups, firms can relegate direct responsibility, stay informed concerning changing customer desires for various fragments, and acquire early notices from a customer who might is nearly clearing out. All things considered, an assortment of CRM activities can corporate to improve customer retention (Farris, 2004).

2.2.4 Customer Satisfaction

Customer Satisfaction is an imperative aspect that should never avoid observational investigation. In reality, it is the key to effective utilization of the advertisement procedures. Several organization declarations of purpose and promoting arrangements are planned on the objective of boosting satisfaction amidst consumers (Mick, 1999). Philip Kotler & Gary Armstrong, (2003) Defined the Customer satisfaction as limit onto what a product's expected productivity in providing worth reflects on the anticipations of the consumers.

2.2.5 Sales Growth

Sasser (1990), decreasing customer abandonments with even five percent can increase benefits by up to twenty-five to eighty-five percent. This conclusion has been solidified as a strong legitimization for expanded interests in CRM system (Farris, 2004).

Lately, Lehmann (2003), evaluated less increment of twenty-two to thirty-seven percent in consumer esteem or income, for a five per cent expansion in retention rate of consumers. In spite of this fact that the exact numbers might fluctuate, experimental discoveries reliably demonstrate a significant bounce in income and revenue with small increase in retention rate (Farris, 2004).

2.3 Sales in Banking Sector

These days, transactions and trading is an inalienable part sector of the advertisement sector. It implies, endeavors of a promotional team must be organized and administered by the relevant advertisement department (Forsyth, 2002). Every company have to sell to precise advantages that help the firm to develop and service and banks are not an exemption. In Business dictionary term, sale defined as 'the exchange of products and services for a sum of financial compensation or otherwise, though meaning of sale cannot be more false than the meaning mentioned.

Numerous corporations utilize group offering as a method products and services that prompt a business sector introduction strategy like an approach that is forceful in vending (Rajagopal, 2008). For bank industry, definition of sales team is based on the unique principles of each organization. Perhaps every one of the individuals from a branch (from manager to teller) covers every one of products in the bank or perhaps, then again, the bank has diverse divisions, under a greater range to work, just concentrating in a particular service.

It is vital to specify that banking is not like other areas, similar to an ordinary stores that provide gods following the completion of transaction, the client returns to their household in possession of their purchased goods. On the contrary, banks vend non-conventional products that are loans, insurances, mortgages, cards, account transfer,

remittance and etc. Which causes that the selling is more troublesome in light of the fact that a few people don't have the familiarity with those necessities yet.

Consultative banking distinguishes the important of sales in the banking industry. Bankers are requested to start a business, to cross-sell, and to work as experts to their customers in the event that they hope to accomplish a reasonable or excessively high share of the business sector. Consultative banking is a way to sales that offer financiers with the important attitudes to increment market share profitability and develop long-term relationships in an exceedingly competitive environment. It supports banker with a way to deal with comprehension the bank's non-credit as credit product, a strategy for recognizing client needs and driving effective sales interviews, and an arranging and follow-up structure. Consultative banking thinks about the sales communication process in the middle of banker and customers, offering bankers some assistance with looking at their products and services from the consumer perspective. It values the worth that the customer gets from the sale (Rodrigo, 2012).

According to Richardson (1992); bankers mush finish up sales that are not just to the greatest advantage of the bank, securing its overall revenue, additionally to the greatest advantage of the client. Commonly useful relationships ought to be the tenet, not the exemption.

2.4 Resistance to Selling

Despite the fact that the consultative way to sales in banking allows away bankers to serve as consultants and advisers to their clients, not all bankers are placated with the idea of selling. Selling appears to numerous bankers to be a takeoff from the profession they initially were chosen. In today's profoundly aggressive environment, bank managements worldwide have reclassified bankers' part and presently incorporate into their essential obligations active sales requesting as a necessary part of relationship management. The progressions from responsive to proactive selling have been energized by forceful marketing from inside of the banking sector, as indicated by (Richardson, 1992) the reasons differ from 'rivalry from non-banking organizations, advances by foreign

banks, new innovation, deregulation, modern cash management in corporations and changing credit environment'. Numerous bankers, both new and experienced, think that that it is difficult to settle the obvious inconsistency that has surfaced in their business. For whatever length of time that they interface sales with high-pressure strategies and distortions, they will legitimately dismiss it as amateurish and unworthy of banking.

However, not all selling is dishonest. The consultative selling is the direct inverse of high-pressure sales. Maybe recognizing the different sorts of offering it will be conceivable to segregate the negative image and balance it with the positive advantage that can gather to clients and bankers alike through consultative selling (Richardson, 1992).

2.5 Previous Study

The following are the previous researchers that related to the impact of IT and CRM on sales growth in Myanmar's bank sector.

Sheth (2002) investigates the theorized establishments of customer relationship management by inspecting the literature on such and different orders that contribute towards understanding of CRM. A customer relationship management process structure is suggested that expands on other association improvement process models. Customer relationship management usage challenges and additionally customer relationship management's capability to become a particular control of marketing.

Kapologwe (2013) examined the effect of CRM on a firm performance of banks using case study approach. CRM is theorized as an endogenously decided role of the firms' aptitude to connect and arrange lower order abilities that include physical resources. As conclusions point out advantageous and considerable path amidst a decent CRM capacity and organizational productivity. CRM ability is emphatically connected to analysis and business framework. Regardless, conclusions recommend effect of IT framework on higher CRM capability is not directed and entirely mediated by analysts and business frameworks.

James E. Richard (2007) investigates the linkage between customer relationship management technology acceptance and B2B relations. Customer relationship management technology undertaking is thought as plausible precursor to relationship

implementation and quality. 10 sales and marketing administrators, and their customers, from an assortment of New Zealand firms, were questioned. Their point of views on associated amidst CRM relationships and technology. Discoveries demonstrate that CRM innovation possess major role in maintaining and supporting B2B associations, however, the client contacting and individuals' perspective that might be generally imperative. The anticipations from CRM by customers are usually more hopeful of CRM providing advantage to the consumers as far as service and customer satisfaction. Participants had the assertion that the critical components of associations involve trust, responsibility, and correspondences. Association productivity is evaluated consumer maintenance or customer loyalty and satisfaction. Prospect exploration will concentrate on building up a CRM technology instrument and observationally test theorized framework through a bigger example.

Saeid Jordi (2011) study the problem regarding poor interconnection in business strategies and IT. Following evaluation on various literature regarding the subject, the study concluded that IT adoption counts amongst the most critical aspects to aid and continue strategic alignment. The research depicts a comprehensive assessment on a prospective section associated with the current information has showed weaknesses and gaps in studies conducted on IT flexibility and adaption. Thus, this study recommends an associated amidst IT capability, flexibility and strategic alignment.

CHAPTER 3

RESEARCH METHODOLOGY

The previous chapter discussed the conceptual framework and based for data collection. This chapter deliberates applied methods in the present study. In this section the methodological choice made for this thesis will be described. The selection of methodology was based on the stated research problem and research questions. This chapter explains about methodology, population, and sample selection, research instrument, data assortment method, statistical processing, and viability.

3.1 Research Design

The research Design for this study is case study design for Myanmar Banking Sector. The researcher choose the three banks among the banking industry of Myanmar according the list of Myanmar private bank. This study use the quantitative research and this research was constructed on primary and secondary data. Descriptive studies include gathering information to assess the theory and respond to questions associated with the present conduction of the research topic. Standard researchers are associated with the thoughts, demographics, opinions, conditions, attitudes, and processes. The study selected analytical descriptive method and stepwise regression analytic design for the research design of this study.

3.2 Study of Population, Sampling Method and Sample size Calculation

Target sectors of this research are the chosen banks which implement IT and Customer relationship management in banking at Yangon, Myanmar. Study population of this study is the employees of the banks currently working in Yangon Region, focusing on the employees include current general/branches managers, IT/sales and marketing managers, and the staffs of the banks in Yangon.

Sampling Method

The researcher use the convenience sampling because it is low-cost technique for students and easier to collect data from selected respondents. Then, as the usage of Multi-stage simple random sampling method, three banks groups are selected randomly firstly. At the second stage, two branches from each bank groups are selected randomly and there are six branches in total. At the third stage, 247 respondents are selected proportionately from the six branches of the selected three banks, and get answer using structured close-ended questionnaires.

Sample size calculation

The size of the sample is the total number of unit that represents the characteristics of the whole population (Kothari, 2004). Sekaran (2000) stated sample volume to be greater than thirty and lower than four-hundred are viable for most studies. There are several different formulas and tables used for determining sample size. For this research study, the researcher planned to have a sample of 300 respondents among all branches of the selected three banks. Yamane (1967) formula is used to calculate the sample sizes for this study.

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = Sample size

N = population size in six branches of selected three banks

e = precision (sampling error) (0.05)

$$n = \frac{650}{1 + 650(0.05)^2} = 247$$

There are around 650 employees working in six branches of the selected three banks. According to the calculation, the sample population size have to be at least 247 responses. Thus, the target population size of this study will be 300 respondents and collected data from employees who currently working in the banks of Yangon Region.

3.3 Research Instrument

The research Design for this study is case study design for Myanmar Banking Sector. The researcher choose the three banks among the banking industry of Myanmar according the list of Myanmar private bank. This study use the quantitative research and

this research was constructed on primary and secondary data. Descriptive studies include gathering information to assess the theory and respond to questions associated with the present conduction of the research topic. Standard researchers are associated with the thoughts, demographics, opinions, conditions, attitudes, and processes. The study selected analytical descriptive method and stepwise regression analytic design for the research design of this study.

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	Variables	Measuring Scales	No: of Questions
Section 1	General information	Multiple Choices	6
Section 2	Question-related with IT capabilities	4 point Likert Scale	6
Section 3	Question-related with Customer Relationship Management	4 point Likert Scale	8
Section 4	Question-related with Sales Revenue Growth	4 point Likert Scale	6

Table 3. 1 Questionnaire Data

This is a 'forced' 4 point scale because the respondents should know the answer and not need for a neutral option.

Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
1	2	3	4

Table 3. 2 Sample of Likert Scale

For Likert scale question, to get the level of importance those scores into equal scores interval by using the following formula;

$$\text{Level of Impotance} = \frac{\text{Upper limit of response} - \text{Lower limit of response}}{\text{Number of Levels}}$$
$$= \frac{4-1}{4} = 0.75$$

The Number of Levels is High, Middle, and Low. By the above formula, the range of number of important levels calculated as the following table;

Mean Range	Level
1 to 1.75	Lowest
1.75 to 2.50	Low
2.51 to 3.25	High
3.26 to 4.00	Highest

Table 3. 3 Range of Level of Importance Scale

3.4 Data Collection

Data are collected by using self-administered questionnaire from respondents who are currently working at banks. The researcher went to the selected banks and give the questionnaire to the respondents, after taking informed consent and explaining about the research purpose and its confidentiality. Data assortment, processing and software utilized in this research can be divided into two types;

1. **Primary data:** question sheet drafted with intent to relate with the research questions and purposes.
2. **Secondary data:** articles, books, sections utilized for drafting of the conceptual system of the research.

Primary Data

Primary data is the information collected for the aim of your own study. Primary data are direct data information gathered especially for the research paper being undertaken

(M. Saunders, 2009). This can be the data collected by interviews, questionnaires, observation, records composed and kept by individual included, or an individual who observe an occurrence. For the primary data, the researcher used the survey method with the number of 300 samples, in which the convenience sampling was applied. The researcher introduced the aim of this research and explained the questionnaire used in the survey.

Secondary data

Secondary data which are the data which has already been issued. Thus, this data is information obtained from present literature sources that constitute internet articles, issues, journal articles, books and sections etcetera, one major benefit of acquiring this information is that research manages to conserve considerable volume of time through deriving important information from the existing, published literature. Another benefit for the procedure is that it supports the method of conducting a research (M. Saunders, 2009). One of the disadvantages of secondary data is that this information is gathered for a research containing various objects and could potentially not totally fit with the research objective (P. Ghauri, 1995). For the secondary data, the researcher gathered information from academic books, article, thesis, and related researchers, journal, as well as information from the internet. To aid such, the present literature regarding banking sector was utilized to considerable extent.

Both sources of data is utilized for this research, the framework used for primary data collection is a questionnaire provided below:

Demographic Variables: The demographic data of the respondents, including age, gender, educational level, experience and the managerial position was acquired through closed-ended question, by (5) alternatives. (Question 1-3)

Cause and Effect Factors: The measurement of the IT capabilities (Question 1-6), Customer Relationship Management (Question 7-13) and Sales Revenue Growth (Question 14-19) are conducted in this part and are assessed using Likert Scale type questions that respondents can rate their opinion from 1 to 4.

3.5 Data Analysis

This study will use Statistical Analysis to measure the relationship between variables and the Statistical software package (SPSS) to analyze the data. In this research, suitable statistical methods will be used to analyze the data that include Mean and Standard Deviation to conclude study objectives.

Stepwise regression test is utilized for evaluating the thesis and it is used to identify indirect and direct effect between dependent variable and independent variables.

CHAPTER 4

RESULTS, ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter provides the results and supporting analysis of the conducted quantitative research. The statistical analysis is performed using SPSS, as was mentioned in the previous section. This section holds critical importance for this research because it is in this chapter that the proposed hypothesis will be tested and answers to the specified research questions and objectives will be acquired.

Initially, statistical analysis will be presented in the form of tables and charts, allowing the reader to have first-hand account of the analysis. Each table will be supported with its dedicated commentary to provide a better context on the conclusion and implication of each table and question. Afterwards, Stepwise analysis will be displayed. As survey questions are asked over a 4-point Likert scale, descriptive analysis are performed to gain the mean and standard deviation for each assortment of answers, providing interpretable context to the answers of proposed questions. Initially, demographic information is displayed, followed by the actual research questions.

Afterwards, a thorough discussion is held on the conclusions that can be derived from the research. It is also assessed if whether the research objectives and questions have been satisfied. This discussion allows us to gain an insight on the potential implications and implementations from the acquired results.

4.2 Statistical Analysis

4.2.1 Demographic Factors

Gender	Frequency	Percent (%)
Female	163	66.3 %
Male	83	33.7 %
Total	**246**	**100 %**

Table 4. 1 Demographic data of respondents for Gender in Frequency and Percentage

For Table 4.1, females are in the majority in the overall banking sector employees in Myanmar. This is in contrast with the rest of the world, where the scale is nearly balanced or in the favour of males. But this does not represent a concern of any sorts, but is still an important conclusion demonstrating the demographic trends of Myanmar and its banking sector, which provides employment opportunities for females in large quantities.

Education Level	Frequency	Percent (%)
Bachelor Degree	189	76.8 %
Master Degree	25	10.2 %
Diploma or Less	28	11.4 %
Diploma or Less, Bachelor Degree	4	1.6 %
Total	**246**	**100 %**

Table 4. 2 Demographic data of respondents for Education Level in Frequency and Percentage

For Table 4.2, a supermajority of respondents have a Bachelor degree in their chosen subject (76.8%), whereas Diploma is the next most common group (11.4%). Master Degree come in the third place (10.2%). However, only 4 respondents carried multiple degrees. This conclusion demonstrates the level of education held by the Banking sector

workers in Myanmar. This is an important conclusion, which demonstrates that most workers are well-educated.

Job Position	Frequency	Percent (%)
Manager Level	77	31.3 %
Business Analyst	8	3.25 %
Assistant level	66	26.83 %
Supervisor level	46	18.7 %
Officer	49	19.92 %
Total	**246**	**100 %**

Table 4. 3 Demographic data of respondents for Job Position in Frequency and Percentage

Most of the participants are from Manager Level (31.3%), follows by Assistant level (26.83%), officer level (19.92%), supervisor level (18.7%), and Business analyst (3.25%) respectively.

4.2.2 Independent Variable 1- Information Capabilities

Technology-based Innovation

	Level of respondents' agreement	Frequency	Percent (%)
Technology based innovation improve individual department efficiency in your bank.	Strongly Disagree	2	.8
	Somewhat Disagree	11	4.5
	Somewhat Agree	108	43.9
	Strongly Agree	125	50.8
	Total	**246**	**100%**

	Level of respondents' agreement	Frequency	Percent (%)
By using integrated and efficient software is more closely aligned with the business process of your bank.	Strongly Disagree	6	2.4
	Somewhat Disagree	7	2.8
	Somewhat Agree	66	26.8
	Strongly Agree	167	67.9
	Total	**246**	**100%**
Internet service in our bank is fast and easy to use.	Strongly Disagree	12	4.9
	Somewhat Disagree	52	21.1
	Somewhat Agree	139	56.5
	Strongly Agree	43	17.5
	Total	**246**	**100%**

Table 4. 4 Frequency distribution and level of respondents' agreement for Technology-based Innovation

For 'Technology based innovation improve individual department efficiency in your bank', (50.8%) respondents answered 'Strongly Agree'. It can be observed that most participants agree that innovation of technology with business operations of a bank will lead to increased departmental efficiency, which likely contributes towards overall organizational performance and profitability.

For the second question, respondents answered 'Strongly Agree'. It can be observed that most participants were in agreement with the proposed question, reflecting that utilizing proprietary software can result in best organizational performance.

For internet service, (56.5%) respondents answered 'Somewhat Agree'. It can be observed that through participants reflect that internet service of banks are adequate, an

ideal result should have been an overwhelming positive. This is a major indicator to the necessity of reform and renovation in the internet services offered by Myanmar banks.

Technology-Based Service

	Level of respondents' agreement	**Frequency**	**Percent (%)**
The usage of ATM can make convenience to user and it is one of the critical things to success of your bank.	Strongly Disagree	9	3.7
	Somewhat Disagree	5	2.0
	Somewhat Agree	86	35.0
	Strongly Agree	146	59.3
	Total	**246**	**100%**
Technology integration in our bank assists to communicating periodically with our customers.	Strongly Disagree	6	2.4
	Somewhat Disagree	14	5.7
	Somewhat Agree	121	49.2
	Strongly Agree	105	42.7
	Total	**246**	**100%**
Our Bank collects and save customer information using technology.	Strongly Disagree	10	4.1
	Somewhat Disagree	12	4.9
	Somewhat Agree	75	30.5
	Strongly Agree	149	60.6
	Total	**246**	**100%**

Table 4. 5 Frequency distribution and level of respondents' agreement for Technology-based Services

For ‘The usage of ATM can make convenience to user and it is one of the critical things to success of your bank’, (59.3%) respondents answered ‘Strongly Agree’. It can be observed that most participants agree that the usage of ATM is user convenience and serving client in the outside of banks is became a major facilitator to success of a bank, and thus, profitability.

For the second question, (49.2%) respondents answer ‘Somewhat Agree’. It can be observed that technological implementations leads to improved communications with customers, which is a major factor for satisfaction and subsequently, increased profitability.

For ‘Our Bank collects and save customer information using technology’, (60.6%) respondents answer ‘Strongly Agree’. It can be observed that the saving and collecting data of customer by using technology is convenience for banking sector.

This is another important conclusion, representing that at least a majority of banks or departments are concerned with implementation of CRM systems, as key information is gathered about customers in effect to provide them with better services.

4.2.3 Independent Variable 2- Information Capabilities

Technology-based CRM

	Level of respondents’ agreement	**Frequency**	**Percent (%)**
The CRM system is generally regarded as a success in my bank. (Customer Relationship Management*)	Strongly Disagree	7	2.8
	Somewhat Disagree	8	3.3
	Somewhat Agree	107	43.5
	Strongly Agree	124	50.4
	Total	**246**	**100%**

The technology-based CRM system improves the efficiency of business operations in our bank.	Strongly Disagree	6	2.4
	Somewhat Disagree	10	4.1
	Somewhat Agree	111	45.1
	Strongly Agree	119	48.4
	Total	**246**	**100%**
CRM system in our bank enables to access service quality information	Strongly Disagree	12	4.9
	Somewhat Disagree	33	13.4
	Somewhat Agree	128	52.0
	Strongly Agree	73	29.7
	Total	**246**	**100%**

Table 4. 6 Frequency distribution and level of respondents' agreement for Technology-based CRM

CRM is one of the keys to success for every businesses. For the 1st two questions, most of the respondents answered ‘strongly agree’ and 52% of respondents answered ‘somewhat agree’ for CRM is the part of service information. It can be observed that CRM System leads to success in the Banking sector of Myanmar, which improves the efficiency of the banking operation. Most of the banks are using customer relationship management system to give the information which concern with banking service.

Customer Retention

	Level of respondents' agreement	Frequency	Percent (%)
CRM system allowing customer support employees to access data on customer interactions.	Strongly Disagree	8	3.3
	Somewhat Disagree	31	12.6
	Somewhat Agree	115	46.7
	Strongly Agree	92	37.4
	Total	**246**	**100%**
CRM technology within our bank is able to provide the customer info to front-line employees and corporate to improve customer retention**.**	Strongly Disagree	9	3.7
	Somewhat Disagree	27	11.0
	Somewhat Agree	137	55.7
	Strongly Agree	73	29.7
	Total	**246**	**100%**

Table 4. 7 Frequency distribution and level of respondents' agreement Customer Retention

Again a mild response is observed, however the mean still points towards the positive. This reflects that for most banks, representatives are able to gain quick access to required customer information, therefore allowing representatives to provide better support and assistance. In similar manner to the previous question, this identifies that front-desk employees, or those concerned with direct physical interaction with customers are provided easy access to customer information, allowing them to gain a better knowledge on the customer's background. Therefore, this allows them to serve customers better which can lead to increased profitability and improve customer retention.

Customer Satisfaction

	Level of respondents' agreement	Frequency	Percent (%)
The CRM system improve our customers' satisfaction	Strongly Disagree	3	1.2
	Somewhat Disagree	12	4.9
	Somewhat Agree	101	41.1
	Strongly Agree	130	52.8
	Total	**246**	**100%**
CRM system enables our bank integrating customer information	Strongly Disagree	8	3.3
	Somewhat Disagree	16	6.5
	Somewhat Agree	139	56.5
	Strongly Agree	83	33.7
	Total	**246**	**100%**

Table 4. 8 Frequency distribution and level of respondents' agreement Customer Satisfaction

The previous two questions observe an overwhelming number of answers pointing towards the positive; CRM is greatly beneficial for both improving the satisfaction of customers. It is also observed that most banks have implemented rather efficient and effective CRM systems, as per the opinion of their employees, the group that has the most relation with CRM systems.

For the question 'CRM system enables our bank integrating customer information', 56.5% of respondents answered 'somewhat agree'. It can be observed that CRM facilitates the integration of vital customer information throughout all departments of the bank. Generally, the more freely information is available for bank employees, the better they can

work and perform. For employees of the banking sector, performance can generally be associated with increased profitability as each interaction can make a positive influence on customer satisfaction, if performed correctly.

4.2.4 Dependent Variable-Sales Revenue growth of the banking Sector

	Level of respondents' agreement	Frequency	Percent (%)
Sales Revenue growth of the bank relative with IT capabilities and CRM.	Strongly Disagree	7	2.8
	Somewhat Disagree	12	4.9
	Somewhat Agree	116	47.2
	Strongly Agree	111	45.1
	Total	**246**	**100%**
The technology within our bank is capable of tracking customer information	Strongly Disagree	10	4.1
	Somewhat Disagree	38	15.4
	Somewhat Agree	123	50.0
	Strongly Agree	75	30.5
	Total	**246**	**100%**

Table 4. 9 Frequency distribution and level of respondents' agreement Sales Revenue Growth

For the above two question, most of the respondents answer 'Somewhat Agree'. This conclusion reflects the development disparity between certain banks, as advanced banks can take advantage of better tracking while the undeveloped banks are left with lesser competition power, which could lead to a drop in long-term profitability.

	Level of respondents' agreement	Frequency	Percent (%)
The IT capabilities and CRM effect on Customer Satisfaction.	Strongly Disagree	9	3.7
	Somewhat Disagree	9	3.7
	Somewhat Agree	135	54.9
	Strongly Agree	89	36.2
	Total	242	98.4
	Missing	4	1.6
	Total	**246**	**100%**

Table 4. 10 Frequency distribution and level of respondents' agreement Sales Revenue Growth (Cont;)

Four respondents chose not to answer this question; however it was observed that there is a supermajority consensus on IT and CRM have a positive influence towards customer satisfaction, confirming another of the proposed hypothesis of this research.

	Level of respondents' agreement	Frequency	Percent (%)
CRM and IT capabilities support to increase the Sales Revenue of the Bank.	Strongly Disagree	12	4.9
	Somewhat Disagree	9	3.7
	Somewhat Agree	125	50.8
	Strongly Agree	100	40.7
	Total	**246**	**100%**

Table 4. 11 Frequency distribution and level of respondents' agreement Sales Revenue Growth (Cont;)

(50.8%) of participants answered ‘Somewhat Agree’. It identified that the combination of IT and CRM can lead to increased sales revenue for banks. This is a critical conclusion as it confirms several of the hypothesis that were placed forward during the introduction section of this research.

	Level of respondents’ agreement	**Frequency**	**Percent (%)**
Good CRM and high technology ensures profitability of the bank.	Strongly Disagree	6	2.4
	Somewhat Disagree	11	4.5
	Somewhat Agree	92	37.4
	Strongly Agree	137	55.7
	Total	**246**	**100%**
CRM and IT capabilities have the effect on the successful operations of the bank.	Strongly Disagree	5	2.0
	Somewhat Disagree	10	4.1
	Somewhat Agree	96	39.0
	Strongly Agree	135	54.9
	Total	**246**	**100%**

Table 4. 12 Frequency distribution and level of respondents' agreement Sales Revenue Growth (Cont;)

For the above two questions, over fifty percent of respondents answered ‘Strongly agree’. It can be observed that the positive trend continues from the previous questions. Most participants agreed that the combination of IT and CRM are critical towards the

success of a bank, which can essentially be defined as continued sustenance and profitability.

4.4 Hypothesis Testing

Independent Variable 1 – Information Technology Capabilities

Descriptive Statistics

	Mean	Std. Deviation	N
Sale revenue growth	19.8857	3.36496	246
Technology-based innovation	9.9265	1.49408	246
Technology-based services	10.2898	1.72544	246

Table 4. 13 Descriptive Statistics of Independent Variable 1 - Information Technology Capabilities

According to the above descriptive statistics, 246 survey were found to be eligible for inclusion in the model.

Stepwise Multiple Regression Tests

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525[a]	.276	.273	2.86995
2	.587[b]	.344	.339	2.73565

Table 4. 14 Model Summary for Independent Variable 1 - Information Technology Capabilities

According to the model summary, after tested for Significance, reports an R square for Technology based innovation is .276 indicating that the model captures .276 of the variance of the dependent variable. This also means that the model is predictive at a rate of 27.6%. R square for Technology based services is .344, predictive at a rate of 34.4%.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	761.299	1	761.299	92.428	.000[b]
	Residual	2001.501	243	8.237		
	Total	2762.800	244			
2	Regression	951.731	2	475.865	63.586	.000[c]
	Residual	1811.069	242	7.484		
	Total	2762.800	244			

Table 4. 15 ANOVA Table for Independent Variable 1 - Information Technology Capabilities

According to the ANOVA Table for independent variable 1, all the Sig. tested at .000, which indicates that both models had overall significant results. The value of significance is .000 and it less than the level of risk at p<.05, which means there is very strong evidence of a relationship both Technology-based innovation and Services with Sale Revenue Growth. Thus, the Technology-based innovation and Services have positive effect on the Sales Revenue increase in the banking sector of Myanmar.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig. Part	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5.948	1.255		4.740	.000		
IT_inno	.743	.146	.330	5.086	.000	.644	1.552
IT_serv	.638	.126	.327	5.044	.000	.644	1.552

*Significant at or below 0.05 level

Table 4. 16 Coefficients of Independent Variable 1 - Information Technology Capabilities

According to Table 4.16, there are no co-linearity problems for independent variable 1. Tolerance is above .3 and VIF is below 10 indicating that co-linearity in this models is within acceptable parameters.

Independent variable 1 (x1): For every one unit change in the technology based innovation variable, the independent variable changes by positive .743. This is the most significant variable.

This most likely means that the higher that one rates the 'Technology based innovation' measures, the more likely that a person is to recognize the influences their decisions to use the banking system.

For independent variable-1, H1a and H1b have the relationships and effect on dependent variable. Thus, Hypothesis 1, There is a positive relationship between the level of IT capabilities offered by a bank and sales revenue for the selected banks.

Independent Variable 2 – Customer Relationship Management

Descriptive Statistics			
	Mean	Std. Deviation	N
Sale revenue growth	19.8857	3.36496	246
Technology based CRM	9.8653	1.61772	246
Customer retention	6.2939	1.32881	246
Customer Satisfaction	6.6571	1.14018	246

Table 4. 17 Descriptive Statistics of Independent Variable 2 - Customer Relationship Management

According to the above descriptive statistics, 246 survey were found to be eligible for inclusion in the model.

Stepwise Multiple Regression Tests

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682[a]	.466	.463	2.46514
2	.743[b]	.552	.548	2.26199
3	.766[c]	.588	.582	2.17456

Table 4. 18 Model Summary for Independent Variable 2 - Customer Relationship Management

According to the model summary for independent variable 2 – customer relationship management, after tested for Significance, reports an R square for CRM Tech is .466 indicating that the model captures .466 of the variance of the dependent variable. This also means that the model is predictive at a rate of 46.6%. R square for Customer retention is .552, predictive at a rate of 55.2%. R Square for Customer satisfaction is .588, predictive at a rate of 58.8.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1286.107	1	1286.107	211.638	.000[b]
	Residual	1476.693	243	6.077		
	Total	2762.800	244			
2	Regression	1524.584	2	762.292	148.984	.000[c]
	Residual	1238.216	242	5.117		
	Total	2762.800	244			

	Model	Sum of Squares	df	Mean Square	F	Sig.
3	Regression	1623.180	3	541.060	114.420	.000[d]
	Residual	1139.620	241	4.729		
	Total	2762.800	244			

Table 4. 19 ANOVA of Independent Variable 2 - Customer Relationship Management

According to the above ANOVA Table for independent variable 2, all the Sig. tested at .000, which indicates that both models had overall significant results. The value of significance is .000 and it less than the level of risk at p<.05, which means there is very strong evidence of a relationship between Technology based CRM, Customer Retention and Customer Satisfaction, and Sale Revenue Growth. Thus, the CRM have positive effect on the Sales Revenue increase in the banking sector of Myanmar.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig. Part	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.720	.918		4.052	.000		
CRM_Tech	.588	.131	.283	4.489	.000	.432	2.314
Cus_reten	.799	.151	.315	5.306	.000	.484	2.064
Cus_sats	.802	.176	.272	4.566	.000	.483	2.072

*Significant at or below 0.05 level

Table 4. 20 Coefficient of Independent Variable 2 - Customer Relationship Management

According to Table 4.20, there are no co-linearity problems for independent variable 1. Tolerance is above .3 and VIF is below 10 indicating that co-linearity in this models is within acceptable parameters.

Independent variable 2c(x 2c): for every one unit change in the 'Customer Satisfaction' variable, the independent variable changes by positive .802 unit. This is the most significant variable.

This most likely means that the higher that one rates the 'Customer Satisfaction' measures, the more likely that a person is to recognize the influences their decisions to use the banking system.

Independent variable 2b(x 2b): for every one unit change in the 'Customer retention' variable, the independent variable changes by positive .799 unit. This is the second most significant variable.

This most likely means that the higher that one rates the 'Customer retention' measures, the more likely that a person is to recognize the influences their decisions to use the banking system.

Independent variable 2a(x 2a): for every one unit change in the 'Technology based CRM' variable, the independent variable changes by positive .588 unit.

This most likely means that the higher that one rates the 'Technology based CRM' measures, the more likely that a person is to recognize the influences their decisions to use the banking system.

For independent variable-2, H2a, H2b and H2c have the relationships and effect on dependent variable. Thus, Hypothesis 2, there is a positive relationship between the level of Customer relationship management of a bank and sales revenue for the selected banks.

4.5 Summary of Hypotheses Testing Result

	Hypotheses	**Test Results**
H1	There is a positive relationship between the level of IT capabilities offered by a bank and sales revenue for the selected banks.	Accepted
H1a	There is a positive relationship between the Technology-based innovations offered a bank and sales revenue for the selected banks.	Accepted

	Hypotheses	Test Results
H1b	There is a positive relationship between the Technology-based Services offered by a bank and sales revenue for the selected banks.	Accepted
H2	There is a positive relationship between the level of Customer relationship management of a bank and sales revenue for the selected banks.	Accepted
H2a	There is a positive relationship between the Technology-based CRM of the bank and sales revenue for the selected banks.	Accepted
H2b	There is a positive relationship between the Customer Retention of the bank and sales revenue for the selected banks.	Accepted
H2c	There is a positive relationship between the Customer Satisfaction and sales revenue for the selected banks.	Accepted

Table 4. 21 Hypotheses testing Result

CHAPTER 5

CONCLUSION, RESULTS DISCUSSION AND RECOMMENDATION

5.1 Conclusion

This research was based on an extensive assessment of Myanmar's banking sector, particularly towards its current status and outlook on important performance-enhancers and technology-drivers as Customer Relationship Management and Information Technology. Both these variables were assessed individually and in collaboration to ascertain the various potential advantages and benefits stemming from their usage. Besides an extensive literature review, a quantitative survey was held with the employees of banks in Myanmar's banking sector. The objective behind the survey was to gain the insight of the employees regarding both concepts.

Several key measures were assessed, for example, the influence that both concept have towards the performance, customer satisfaction and profitability of banks. This research also made several conclusion on the demographic trends of Myanmar pertaining with the Banking sector. Overall, this research concluded that both concepts are critical towards organizational performance and success. This research contributes towards the present literature in manner that there was a lack of understanding on the subject based on Myanmar's perspective.

5.2 Results Discussion

In-line with the commentaries provided in chapter-4, this sub-section will discuss some of the major conclusions that were made through the data analysis. Preliminary, the primary conclusion that was made was that most employees do not consider their bank's internet systems to be effectively developed and efficiently functioning. This represents that when the employees themselves do not have faith in the system, how can it be expected for the customers to be completely satisfied with the system.

Overall, there needs to be a better emphasis towards the development of an effective internet system for banking. Nevertheless, there is a major emphasis from the employees that integration of business activities with internet and information technology principles to derive better performance and operational efficiency. It was identified that in the employees' perception, each department can gain significant benefit in its own right when complemented with proper integration with IT. Integrations with the modern IT principles are crucial as in fact that a modern bank will be capable of attracting more customers, particularly given the developing status of Myanmar where technological advancements are preferred over the conventional norms.

It was also identified that employees' perception granted a major correlation between the potential of better communication with customers and integration with IT. It was identified that in the present context, employee considered their present systems somewhat adequate for facilitating good communication with customers. The employees clarified that their banks utilized customer relationship management (CRM) principles in operations. In essence, this included keeping records of customer interactions with the bank to recommend them the best options. Furthermore, this collected data allows representatives to gain preliminary information regarding customers, allowing for them to be better served in accordance to their demands. Furthermore, the same information can be used by the customers to gain insight in their investments and accounts stored in the bank, allowing them to gain a detailed track of their transactions, financial records and relevant statistics. In essence, this provides them with an extensive platform to keep track of their financial lives.

How is the CRM component related with the financial and customer satisfaction performance of the banks? The answer to this question is rather simple; when customers are made to feel valuable, as they are through CRM, they are more likely to continue their business operations with the bank. They are also more likely to refer the bank to their friends and colleagues, therefore bringing in more customers and business to the bank in the long-term. Most employees identified that currently, their implementation of CRM is a facilitator of positive customer satisfaction and the same increases the operational

efficiency of the bank. Indeed, for the latter, when representatives and officers have detailed and immediate knowledge on their work, they are more likely to work with more motivation and efficiency.

It was also identified that employees considered the present implementation of technology in these banks to be with the current global standards, therefore expressing that the banking sector of Myanmar is developing in proportion with the banking sectors across other countries of the world. This also reflects that the banking services that are provided by Myanmar banks are also compliant with the necessary safety procedures and protocols that are necessary for customers to feel safe during their transaction with the organization. The satisfaction of customers is among the most fundamental objectives of both IT and CRM applications. Appropriately, being service-oriented organizations, the top priority and performance-driver for banks is the customer base. If customers are kept happy and satisfied with the server, it will lead to organizational success. The analysis of this research do represent the importance for an organization to carry.

Perhaps the most significant conclusion was that there a decent relation between CRM and IT towards increasing the performance of banks. Indeed, both factors contribute towards improvement of business performance and customer communication and satisfaction. It was identified that both factors contribute towards banking performance in the Myanmar banking sector. Furthermore, there is also the factor that besides increasing performance, both can also contribute towards enhanced profitability. This is possibly due to two factors; first being that more customers will be attracted towards the most advanced bank. The second reason being that both IT and CRM practices are known to increase operational performance and mitigate expenditure through greatly simplifying complex tasks, requiring lesser resources.

For example, in the past, it may have been a complex task for an accountant to accurately keep track of a wide range of deposit accounts. However, advanced technology and internet has basically allowed for much of the sorting and organization to be performed through computers at instantaneous speeds. Finally, the compilation of these factors ultimately lead to long-term success of the subject banking institution. In terms of the

research objectives and questions, this analysis has managed to identify the factors influencing IT in the Myanmar banking sector and has also successfully assessed the influence of CRM towards the performance of Myanmar banks. Furthermore, the relative factors between bank profitability and IT/CRM were also assessed and a positive relation was found amidst both variables.

Each question proposed in the questionnaire was designed to contribute towards the eventual result on the research's hypothesis. The analysis section highlighted different occasions where enough evidence was gained to either confirm or deny the provided hypothesis. However, in conclusion, it can be said that all six hypothesis can be confirmed. Respectively, it was observed that integration of latest technologies, IT-based services, IT-based CRM, customer retention, and customer satisfaction all major contributing towards the profitability of a banking institution operating in Myanmar.

5.3 Summary

In light of the aforementioned discussion, it has been safely established that the Myanmar Banking Sector is heading towards the correct path in terms of IT growth. Even though there are a few challenges, the sector is posting steady growth and the employees have recognized the importance of IT integration for the future. Most employees consider their bank's IT infrastructure to be sufficient, as well as their bank's CRM initiatives in correlation with the IT infrastructure. This harmony demonstrates that though Myanmar Banks are focused on the CRM aspect of their business, they are also properly managing their employees, i.e. providing training.

It was identified that employees are already much aware of the benefits that IT integration and CRM can bring to their organizations. It was recognized that besides adding to satisfaction, integration of an effective IT banking framework could also yield enhanced profitability for the banks, especially when customers are given the ability to transact entirely from the online medium. Employees also expressed that an IT framework, besides improving CRM, can only allow other departments of a bank to perform with superior efficiency and effectiveness. In accordance, integration with IT appears to be an all-in-one

solution for banking institutions to increase their operational efficiency and prolong their endurance and profitability.

5.4 Recommendation of the future research

In accordance with the data analysis and subsequent discussion based on that analysis, the following set of recommendations are proposed for banks and financial institutions operating in Myanmar's banking sector.

1. Myanmar Banks should integrate more features in their internet banking portal, allowing customers to purchase different services from third-party vendors, i.e. telecommunication, schools, utilities, airlines and others.
2. Myanmar Banks should hold regular IT training and retraining session for workers, particularly as the current trend does not provide enough training to employees.
3. Myanmar Banks should maintain a standard of continuous improvement and investment into the security aspect of their IT infrastructure, which is a major facilitator of better customer perception and CRM.
4. Myanmar Banks should offer more banking-related products, i.e. investments, onto the online field and integrate them with the overall IT infrastructure, allowing customers to manage their funds and investments with the bank from an IT medium.
5. To study the whole banking industry of Myanmar.

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APPENDIX

Survey Questionnaire

The Impact of IT Capabilities and Customer Relationship Management on Sales Revenue Growth in the Banking Sector of Myanmar; A multiple case study of the Myanmar Banking Sector

In completion of the requirements for the study in the Master of Business Administration at Stamford International University, Thailand, I am conducting this survey to explore the effect of 'The impact of Information Technology (IT) Capabilities and Customer Relationship Management (CRM) on Sales Revenue Growth in the banking industry of Myanmar'.

This questionnaire is designed to collect information about your organization IT capabilities, usage of CRM and their effect on sales revenue growth of the Myanmar banking industry. The important of this study will support the development of commercial bank in Myanmar. All you answers will be kept secured and your assistance in completing this survey are greatly appreciated.

Please read each question thoroughly and answer ALL questions as completely and accurately as possible. This questionnaire is divided into four sections;

First Section: General Information of interviewee

Second Section: Question-related with Information Technology Capabilities

Third Section: Question-related with Customer Relationship Management

Fourth Section: Question-related with Revenue (Sales) Growth

Thank You

First Section: General Information of interviewee

Please, circle the answer that the best matches with you.

1. Gender:
   1. Male
   2. Female
2. Experience:
   1. 5 years or less
   2. From 6 – 10 years
   3. From 11 -15 years
   4. 16 Years More
3. Job Position
   - ☐ General Manager
   - ☐ Assistance General Manager
   - ☐ Branch Manager
   - ☐ Department Manager
   - ☐ Other (please specify) _____

Second Section: Question-related with Information Technology Capabilities

Please, Mark (✓) in the answer column for each statement that best indicates your answer by using the scale below.

(1) Strongly Disagree (2) Somewhat Disagree (3) Somewhat Agree

(4) Strongly Agree

No	**Technology-based Innovation**				
(1)	Technology based innovation improve individual department efficiency in your bank.	1	2	3	4
(2)	By using integrated and efficient software is more closely aligned with the business processes of your bank.	1	2	3	4
(3)	Internet service in our bank is fast and easy to use.	1	2	3	4
No	**Technology-Based Service**				
(4)	The usage of ATM (Automatic Teller Machine) can make convenience to user and it is one of the critical things to success of your bank.	1	2	3	4

(5)	Technology integration in our bank assists to communicating periodically with our customers.	1	2	3	4
(6)	Our bank collects customer information using external & internal sources	1	2	3	4

Third Section: Question-related with Customer Relationship Management

Please, Mark (✓) in the answer column for each statement that best indicates your answer by using the scale below.

(1) Strongly Disagree (2) Somewhat Disagree (3) Somewhat Agree

(4) Strongly Agree

No	**Technology-based CRM**				
(7)	The CRM system is generally regarded as a success in my bank	1	2	3	4
(8)	The Technology based CRM system improves the efficiency of business operations in our bank.	1	2	3	4
(9)	CRM system in our bank enables to access service quality information	1	2	3	4
No	**Customer Retention**				
(10)	CRM system allowing customer support employees to access data on customer interactions.	1	2	3	4
(11)	CRM technology within our bank is able to provide the customer info to front-line employees with customer information and corporate to improve customer retention.	1	2	3	4
No	**Customer Satisfaction**				
(12)	The CRM system improves our customers' satisfaction.	1	2	3	4
(13)	CRM system enables our bank integrating customer information.	1	2	3	4

Fourth Section: Question-related with Revenue (Sales) Growth

Please, Mark (✓) in the answer column for each statement that best indicates your answer by using the scale below.

(1) Strongly Disagree (2) Somewhat Disagree (3) Somewhat Agree

(4) Strongly Agree

(14)	Sales Revenue growth of the bank relative with IT capabilities and CRM (customer relationship management)	1	2	3	4
(15)	The technology within our firm is capable of tracking customer information	1	2	3	4
(16)	IT capabilities and CRM effect on Customer satisfaction.	1	2	3	4
(17)	CRM (Customer Relationship Management) and IT capabilities support to increase the Sales Revenue of the bank	1	2	3	4
(18)	Good CRM (Customer Relationship Management) and high technology ensures profitability of the bank.	1	2	3	4
(19)	CRM input and IT capabilities have the effect on the successful operations of the bank	1	2	3	4

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