Chapter 5

Findings
Table 5.1: Findings for CRM tools used by the banks under study

<table>
<thead>
<tr>
<th>CRM Tools</th>
<th>Private Sector Bank</th>
<th>Public Sector Bank</th>
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<tbody>
<tr>
<td></td>
<td>ICICI</td>
<td>HDFC</td>
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<tr>
<td>New A/c opening process</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>SMS Services</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>ATM Services</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Mobile ATM Service</td>
<td>Needs Improvement</td>
<td>Needs Improvement</td>
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<tr>
<td>Internet banking</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Mobile Banking</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Display of time limits</td>
<td>Good</td>
<td>Needs Improvement</td>
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<tr>
<td>Queries addressal</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Follow of Work timing</td>
<td>Good</td>
<td>Good</td>
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<td>Complaint Redressal</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Staff Politeness</td>
<td>Good</td>
<td>Good</td>
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<tr>
<td>Overall Service Quality</td>
<td>Good</td>
<td>Good</td>
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</tbody>
</table>

As per the study & on basis of the primary data collected we can conclude on the following:

- On basis of Question 2 the researcher can conclude that the customers of both Public & Private sector banks are aware about the CRM services offered to them by their banks.
- On basis of Question 3 the researcher can conclude that the customers of both Private sector and Public Sector banks agree that the account opening process in their respective bank is satisfactory.
On basis of Question 4 the researcher can conclude that Private Sector banks send regular e-mails to their customers about their account status while the Public Sector bank do not send regular e-mails to their customers about their account status.

On basis of Question 5 the researcher can conclude that the Private sector banks send regular SMS to their account holders about their banking transactions. Public sector banks are providing the SMS to their account holders about their banking transactions but they are not regular as Private players. Specially SBI is one of the major Public Sector bank lagging behind.

On basis of Question 6 the researcher can conclude that the ATM services provided by both Private sector banks and Public sector banks are interactive.

On basis of Question 8 the researcher can conclude that few Public sector banks provide mobile ATM facility while the Private sector banks do not provide mobile ATM facility.

On basis of Question 9 the researcher can conclude that the customers of Private sector banks are more aware about the Internet banking facilities provided to them as compared to public sector bank customers.

On basis of Question 10 the researcher can conclude that there is significant difference in the Internet banking facility provided by Private sector bank and Public sector bank. The Internet banking service provided by Private sector bank is more user friendly than Public sector banks.

On basis of Question 11 the researcher can conclude that the customers of both Public and Private sector banks are well aware of the Mobile Banking facility offered by their banks.

On basis of Question 12 the researcher can conclude that the customers of both Private and Public sector banks agree that the mobile banking facility provided by their bank is Interactive.

On basis of Question 13 the researcher can conclude that though the Private sector banks are providing better Mobile Banking facility but they are not using mobile banking as effectively as Public sector banks to enhance Customer Relationship.

On basis of Question 14 the researcher can conclude that there is no significant difference between Private and Public sector banks in display of banks guidelines regarding
stipulated time limits for completing a specific banking transaction/service as the value of Z calculated is falling in the area of acceptance.

- On basis of Question 15 the researcher can conclude that the customers of Private sector banks strongly agree that their queries presented in the bank are addressed strictly within the stipulated time while at the Public Sector banks the customers agree that their queries presented in the bank are addressed strictly within the stipulated time.

- On basis of Question 16 the researcher can conclude that the work timings at Private sector banks are being strictly followed while at Public sector bank it is not strictly followed.

- On basis of Question 17 the researcher can conclude that the customers of Private sector bank strongly agree that their complaints are being registered properly at the branch while the customers of Public sector banks agree that their complaints are registered properly at the branch. That is the overall process of complaint registration at Private sector bank is more effective than Public sector banks.

- On basis of Question 18 the researcher can conclude that the private sector banks address more customer complaints within the stipulated time than the public sector banks.

- On basis of Question 19 the researcher can conclude that the Complaint redressal system of Private sector banks is better than that of Public sector banks.

- On basis of Question 20 the researcher can conclude that the Staff of Private sector banks are more polite in dealing with the customers than Public sector banks.

- On basis of Question 21 the researcher can conclude that the Staff of Private sector banks are more customer friendly and generally go extra mile i.e can put in extra efforts in addressing the customers than the staff of Public sector banks.

- On basis of Question 22 the researcher can conclude that the overall service quality of both Private Sector Banks & Public Sector banks as per the opinion of customers is good.

- On basis of Question 25 the researcher can conclude that Private Sector banks are more frequent in sending greetings to their customers on special occasions than Public sector banks.

- On basis of Question 27 the researcher can conclude that If properly implemented both Private and Public sector banks will be benefited by Customer Relationship Management.
CRM AT BANKS UNDER STUDY

CRM AT ICICI BANK LTD

The CRM initiatives in India's ICICI Bank hold together its compelling story of growth: its growth in customer base, channels, and products and service offerings. The ICICI bank is one of the private sector bank which is providing the customer value added services. They are not only able to satisfy the customer but they are successful in building a never-ending relationship with the customer. They are able to retain them and carry business with them to benefit both the organization and the customer. This bank very well understands customer preferences and needs. With the help of technology they are able to develop brand equity in the market and differentiate themselves from the competitors. ICICI Bank and the ICICI Group as a whole have been striding purposefully down the e-pathway. The group prefers to call it a "clicks and bricks" strategy that provides multiple access points to its customers. For its traditional customers, there are the lean and mean brick and mortar branches propped by ATMs, call centers and direct selling agents. Internet banking and WAP enabled services take care of the supply and technology savvy professionals of today. The rise in Internet banking customers is a result of the Infinity, Internet banking facility launched by the bank. The facility, initially made available to NRIs and later to resident Indians permits online opening of accounts, bills payment, account information etc. ICICI Bank is certainly juggling some interesting numbers. Its Bombay call centre handles 25 different products, for 10 million customers, with 620 positions. Now ICICI Bank's branch network handles less than half of all transactions - a shift which has taken an axe to the company's cost- to-serve. ICICI appreciated early on that by centralizing their service infrastructure, and centralizing their service expertise, they created a new level of service for customers. The call centre has played a leading role in transforming the bank's value proposition for its customers. ICICI used to spend a lot of energy trying to make sales. Now their emphasis has changed - they spend their energy to get to know the customer better. It is when a customer feels comfortable with the relationship they have with ICICI that they are likely to deepen their commercial relationship with them. The call centre is their new tool to getting to know the customer better. The speed of the shift away from the branch as the primary means of interacting with the bank shows the receptiveness of Indian consumer behavior to the use of new channels.
The technology usage is far higher in a call centre compared with any other environment. The call centre is a cheaper channel than the branch, and often it is more convenient for the customer.

Customer Relationship Management (CRM) has been deployed in retail banking. The challenges in managing customer relations in retail banking are due to the multiple products being offered and the diverse channels being used for the distribution of the products. Customer expectation from banks can be summed up as:

“Any time anywhere service, personalized offers, and lower payouts”.

Aggressive marketing and promotions on the part of the banks have resulted in most customers happily switching loyalties to enjoy better privileges, thereby making the task of retaining them more difficult for the banks.

ICICI Bank’s CRM Initiatives

ICICI Bank has to manage more than 13 million customers. The bank has over 550 branches, a network of 2025 ATMs, multiple call centres, Internet banking and mobile banking. Its customers often use multiple channels, and they are increasingly turning to electronic banking options. Business from the Internet. ATMs and other electronic channels now comprises more than 50 per cent of all transactions.

In the process of making its business grow to this level, ICICI Bank has distinguished itself from other banks through its relationship with customers.

The Teradata solution focuses on a Customer Relationship Management (CRM) platform. Information from various legacy and transaction systems is fed into a single enterprise called wide data warehouse. This allows the bank to generate a single view of its customers. The warehouse has the capability to integrate data from multiple sources comprising Oracle and flat files. The Behavior Explorer enables profiling of customers and querying on various parameters. These enable the bank staff create suitable campaigns for targeting individual customers on the basis of their requirements.
The logistics in the system have also led to other benefits like interactive reports, unearthing cross-selling opportunities as well as finding out about the channel usage undertaken by a segment. The data access was facilitated through the use of Cognos Power Cubes.

**The Benefits of CRM**

- **Customers’ usage pattern**: ICICI’s CRM data warehouse integrates data from multiple sources and enables users to find out about the customer’s various transactions pertaining to savings accounts, credit cards, fixed deposits, etc. The warehouse also gives indications regarding the customer’s channel usage.

- **New product development**: Analysis at ICICI guide product development and marketing campaigns through Behavior Explorer, whereby customer profiling can be undertaken by using *ad hoc* queries. The products thus created take into account the customer’s needs and desires, enabling the bank to satisfy customers through better personalization and customization of services.

- **Central data management**: The initial implementation of CRM allowed ICICI to analyse its customer database, which includes information from eight separate operations systems including retail banking, bonds, fixed deposits, retail consumer loans, credit cards, custodial services, online share trading and ATM.

**Some Noteworthy CRM Initiatives of ICICI Bank**

**Mobile ATMs**: Customers of ICICI Bank can access their bank accounts through mobile ATMs. These ATMs are kept in vans and parked at locations that have a high traffic of bank customers such as the commercial areas in a city or upmarket residential areas. ICICI Bank now provides standard ATM facilities through ATM vans. This facility has been tried at Mumbai, Chandigarh and various places in Kerala during specified timings.

**Bulk Deposits**: The ICICI Bank’s Bulk Deposit ATMs enable customers to deposit large amounts at one time. Unlike conventional ATMs, which are able to accept only 30 notes at a time, these ATMs allow the deposit of huge amounts. The Bulk Deposit ATM is available in
Mumbai’s Vashi sector branch office of ICICI. The bulk deposit facility can be availed of by select customers who need to deposit huge amounts of cash. ICICI Bank issues a special card called the ‘Deposit Only Card’ to facilitate this service. This card allows for deposit transactions only. The service is further facilitated by the provision of special bags at ATMs in which a customer can put his money. After the deposit slip is filled, the bag can be inserted in the ATM. The transaction slip is then generated by the ATM as an acknowledgement of the deposit. ICICI Bank also has cash pick-up service for business customers under the business banking segment.

ATMs for the visually challenged: ICICI Bank has launched ATMs with special voice-guided systems, which guide a visually challenged person to access ATMs without any help. The jack on the terminal enables headphones to be connected to it and voice commands enable the customer to transact business. Customers may choose a suitable language to get voice commands. After the language selection is done, the customer is guided to ensure that the ATM card is inserted in the right slot and thereafter, guidance is provided for entering the PIN by using the keypad. A raised button is provided on number 5 to enable users to identify the numbers easily through touch. The slot for cash collection has such raised ‘pips’ that enable easy identification through touch.

Other Services through ATMs: Apart from the usual transactions involving the bank, some other services can also be availed of by ICICI Bank customers. These include:

- Prepaid mobile recharge
- Buying and renewing Internet packs (such as those of TATA Indicom Internet service provider and Sify).
- Making donations for Tirupati Tirumala Devasthanams, Nathdwara temple and Shri Mata Vaishnodevi shrine.
- Mutual fund transactions, and
- Bill payments
Mobile phone as a Virtual Wallet: The mobile phone has been transformed into a virtual wallet – a new innovation in mobile commerce. On September 19, 2005, Airtel, ICICI Bank and VISA announced the launch of mChq – a revolutionary new service – which is a credit card using the mobile phone. This is the first mobile-to-mobile payment option which enables Airtel customers and ICICI Bank Visa cardholders to pay for their purchases with their Airtel Mobile phones. The service has eliminated the need for carrying physical cash for making a purchase and also the problems associated with the point of sale (POS) terminal since the mobile phone services as a secure POS and a payment mechanism.

Social Events: ICICI Bank organized the largest domestic invitational amateur golf event for HN1 (high-net-worth individuals) customers. This nation-wide golf tournament had over one lakh high-net-worth clients of ICICI Bank’s private banking division participating in the event.

Mobile Banking Benefits: Mobile banking enables the customer to avail of many facilities by just sending an SMS. These facilities, which are currently offered free of cost, are as follows:

- Locating ATM
- Locating branch
- Locating drop box
- Alert facilities like salary credit, account debit/credit, cheque bounce, etc., and
- Queries on banking, cards and demat account

CRM AT HDFC BANK

HDFC Bank is making all possibilities come true for its customers. The bank runs one-to-one (customized) and one-to-all targeted messaging via all self-service channels like the ATM, mobile banking and Internet banking. These implementations help HDFC Bank with a more thorough analysis of the change in customer demographics and thus, plan their campaigns better after being equipped with a thorough data repository in the data warehouse. Along with targeted messaging, the bank is also offering fast ATM services. HDFC Bank has launched ‘favorite
transaction' that allows the customer to set a particular amount for withdrawal so that every time he visits the ATM he will not be accessing the same screens. This has reduced the number of screens the customer must access while using the ATM machine for withdrawing cash. HDFC bank with a daily turnover of 300 transactions per day per ATM adds up to about one million transactions per day. As part of the first phase, HDFC is globally the first bank to deploy everything except the call centre suite. The major benefits from the implementation is saving about 40 percent of the transaction time at the ATMs, ability to personalize communication via self-service channels enabling active engagement with the customer, which further enhances the ability of the CRM for analytics. HDFC has revamped its corporate website in line with its communication philosophy. The new improved, interactive, and user-friendly website is in sync with its need-based communication strategy of helping individuals through their decision of selecting the right plans that fit their needs. The bank is very careful about the following activities as these are directly associated with the customers:

- Protection: Need for a sound income protection in case of unfortunate demise of an individual
- Investment: Need to ensure long-term real growth of an individual's money.
- Saving: Need to save for the milestones and protect an individual's savings
- Retirement: Need to save for a comfortable life post-retirement

The new improved website leverages to educate customers in choosing the right. The website is designed to provide an enhanced user experience to our existing as well as prospective customers through simple navigation, faster access, rich content and enhanced utility as a service delivery tool. Different Channels for Access Services Bank Branch, ATM, Phone Banking, Internet Banking, INSTA Banking, Mobile Banking, Home Banking, Personalised Banking, International Banking.

**CRMNext at HDFC**

Around three years back, in order to retain its competitive advantage, the bank felt that it needed to better its customer engagement processes. Unlike other banks, HDFC Bank did not
want to buy growth at the expense of its profitability. Management at the bank knew that only unparallel customer experience could provide a sustained edge much needed to maintain its growth rate in spite of increasing balance sheet size.

The bank found an answer in a two prong strategy which included raising the bar for its internal processes (although the bank were already outperforming the industry) to preserve profitability and ensuring consistency of information and actions across channels to create an unmatched customer experience - gaining trust and loyalty to sustain the growth trajectory.

However, despite the clarity in strategy, execution was a challenge. Such a radical strategy was first of its kind and faced tremendous risk due to inherent complexity and technological challenges, considering the transformation had to happen across a geographically distributed team, without hampering business and at a pace that kept it relevant. Also it needed to streamlining deliveries keeping in mind the readiness and the ground realities.

Another challenge was leveraging the data warehouse to build intelligence on customers and deploying this information at various touch points to help maximize customer life cycle value. Technologically, scalability of the system given the large data volumes, 55,000+ user base, workflow complexities, integration, synchronization and incremental updates was no less challenging either.

Aware of ground realities, the bank focused on finding a solution with an architecture capable of managing over 55,000 users serving over 25 million customers. It also needed an implementation partner with extensive banking domain knowledge and capability to execute the vision.

The bank selected CRMnext's solution which promised to fulfill the banks needs. Some of the key capabilities offered by the solution included:

**Customer 360° view**

- Creating a unified customer view by collating and massaging data from various sources including the data warehouse.
- Controlling customer information based on the role of users.
- Enabling access to single view across various channels like branch, phone banking, etc
Integrated sales platform

- Multi-wave process workouts to ensure unification and consolidation of all unstructured processes (run on excel) and semi automated processes.
- Phasing out 6 applications like lead tracking system, customer contact management, etc.
- Integrating with 7 core and origin systems to provide end-to-end status visibility.
- Process TAT guaranteed by alerts and multi-stage escalations across departments and channels.
- Using mobile & two way SMS capabilities to create leads, update status, request for customer offers, etc

Customer experience management

- Enabling improved relationship management by creating virtual portfolios and accountability
- Ensuring information availability at all customer touch points to boost the quality of interactions
- Enabling system driven contact strategies based on customer bands to ensure aligned actions
- Focus on roadmap to establish CRMnext as a single destination for all needs

Cross Selling Capability

- The platform operates across all channels, providing global visibility and status of offers.
- Various systems integrated to provide event based triggering such as large deposits, channel usage, etc
- Marketing team continuously generates cross-sell offers and next best products to be sold.

Ever since the solution went live in 2009, HDFC Bank has been able to realize its vision and maintain the same growth rate in spite of over 200% increase in balance sheet size. Today, CRMnext is seen as a star investment and a mission critical application that the bank depends on.
The CRM system led to a high impact transformation which resulted in complete sales process re-engineering. It has allowed the bank to increase its customer base by a whopping 113% by December’11. It also helped the bank grow its assets business by 100% over 2008 levels. Plus, there was a 200% increase in the leads being entered per month between Mar 2008 and Nov 2011. Between FY 2009-10 to FY 2010-11 lead conversion increased by 32%, while the quality of documentation improved from 60% FTR (First Time Right) to 97% in November 2011.

There has also been a significant improvement in customer experience management as the bank’s loyalty index rose from 38 in 2007 to 62 in 2010. This was aided in large parts by a considerable drop in number of customer complaints and an increase in service quality rating which improved from 65% in 2007-08 to 97% in 2011.

The CRM has also improved sales representatives' ability to cross-sell by significantly increasing the number of personalized offers generated on monthly basis.

**CRM at AXIS Bank**

The Axis bank customer care department is the department which handles all customer queries, suggestions, feedback and complaints if any. Customers can also find out all the newly introduced financial products and services by calling here. As the name suggests, the customer care service is specially catered to serve all the customers of Axis bank, whether existing customers or new customers. The customer care service stretches out to all its customers with an aim of providing relevant information regarding banking structure and the working schedule. The Axis bank customer care centers are spread across the country in places like Delhi, Gurgaon, Mumbai, Bangalore, Ahmedabad, Chennai, Pune, Hyderabad, Kolkata, Pune etc. This department works in a 24x7 work environment so that the customers can contact the bank at any time in case of any problem. All the customer care executives have thorough knowledge of all the products and services offered by the bank. That is why they are very fluent in answering any kind of question posed by the customer.

Information / Services available through Phone Banking

- Information about Products and Services
• Information about Account Balance and Transactions
• Information about status of Cheque Issued or Deposited
• Information about Deposit Interest Rates
• Information about ATM and Branch locations
• Information / Issues on usage of - ATM, Internet Banking or Mobile Banking
• Request for Cheque Book
• Request for Statement by E-mail or Fax
• Request for Duplicate Statement
• Regeneration of ATM PIN for Debit Card
• Regeneration of Internet Banking password
• Blocking of Internet Banking User ID
• Hot listing of Cards

Features of Internet banking

• Account Details: View your bank account details, account balance, download statements and more. Also view your Demat, Loan & Credit Card Account Details too all in one place.
• Fund Transfer: Transfer fund to your own accounts, other Axis Bank accounts or Other Bank account seamlessly.
• Request Services: Give a request for Cheque book, Demand Draft, Stop Cheque Payment, Debit Card Loyalty Point Redemption etc.
• Investment Services: View your complete Portfolio with the bank, Create Fixed Deposit, Apply for IPO etc.
• Value Added Services: Pay Utility bills for more than 160 billers, Recharge Mobile, Create Virtual Cards, Pay any Visa Credit Card bills, Register for estatement and sms banking etc.

Features of SMS banking

Axis Bank's SMS Banking service provides you information in two ways: Automatic Alerts and SMS Requests.

Automatic Alerts

• You would automatically receive alerts on your registered mobile number for all the transactions done through Card/s, Internet Banking or Mobile Banking. For all other transactions (initiated through branch, system, cheque, etc) you will receive SMS alerts for transactions above for Rs. 5,000.

• Bill payments due: If you are registered for bill payments, you would receive an alert on your cell phone informing you that a bill is pending for payment.

Customized Debit Cards

AXIS bank provides its customers with debit cards with the photograph of the family members or any loved one of the family. The photograph is printed on the debit card. This service is provided free of cost to the customers. The service has found high level of acceptance among the customers with great satisfaction levels.

THE CRM AT STATE BANK OF INDIA

The need for system automation became critical at SBI. The challenge was to meet the demanding service and fulfillment levels of the growing customer’s needs and wishes. SBI was on the lookout for a technology solution that was easy to implement, cost-effective and robust to expand its presence in the insurance sector and achieve a higher degree of service differentiation. Although the organization had a centralized system, most of the work was done manually. They had client/server architecture in place. But it was not integrated with the legacy systems. Early
on, the top management realized that technology was a crucial driver for product and service delivery. Although using the extensive SBI group platform for cross-selling products and services was a viable option, reaching and engaging the customer cost effectively required a technology backbone. Earlier, they had little enterprise software to support its business and the processes were carried out in an ad-hoc manner. The Bank has also set up a Standing Committee on Procedures and Performance Audit on Customer Services, comprising of three eminent public personalities as members along with both the Executive Directors and four General Managers of the Bank. This Committee oversees timely and effective compliance of the RBI instructions on Customer Service and also reviews the practices and procedures prevalent in the Bank and takes necessary corrective steps on an on-going basis. The Bank has put in place a Customer Grievance Redressal Policy, approved by the Board, and a well structured Customer Grievance Redressal Mechanism. The General Manager in charge of the Operations and Services is designated as Nodal Officer for customer complaints regarding the Bank. At Zonal and Regional levels, Zonal Heads and Regional Heads are designated as Nodal Officers for their respective Zones and Regions. The names of all Nodal Officers along with their contact numbers are displayed in all the branches. A Note on Review of Customer Services and Grievances Redressal Machinery is placed before the Board of Directors every quarter giving position of customer complaints received at Regional Offices and Head office and the follow up measures with important initiatives taken by the Bank for improving the customer services during the period. To eradicate customer complaints fully and ensure hassle free customer service, analysis is done on the complaints received from the customers and suitable timely action is taken so that there is no repetition of such complaints in future. The Bank has Board approved policies on Customer Services and the same are placed on the Banks website. Based on the feedback and suggestions from the grass root level customer committees and various studies/surveys, a slew of customer centric initiatives and measures were taken by the Bank during the year under review to improve customer service at its branches. The Bank has adopted a total end-to-end business and IT strategy project covering the Banks domestic, overseas and subsidiary operations.

Benefits:

• Reduction in TAT (Turn around Time)
• SBI can now integrate and manage content, campaigns and merchandising to patrons via the Web.

• Streamlined product delivery and support processes with a single contact point on the Web.

• Site offers a one-stop-shop for customers' needs.

There were hiccups as various centers had problems connecting to the CRM portal, which have been solved. Functions like cash management, proposal details and issuing policies all happen on the portal. Plans are afoot to use the portal for providing self-service to customers, partners and employees. One can just come in, log on to the portal, and access any kind of information. SBI implemented the plans and has achieved success in some challenging areas, for instance, it has been able to reduce the Turn around Time (TAT). With this initiative, SBI has derived quite a few benefits to this initiative they could spot a few processes that would otherwise never be realized. They have outsourced some routine work, which was done centrally and was manual. Now, irrespective of the location of the work, it's done through the portal and they are able to manage it better. SBI has focused on its ATM outlets facility to improve customer satisfaction. It has made withdrawal /deposit more simplified and less time-consuming at branch banking. Account opening systems have been more simplified and less time-taking. Skills of the banks' employees are being upgraded for better customer satisfaction. Banks organisation has been restructured. Bank operations have been made fully computerized. Mobile Banking has been implemented to provide various facilities to customers, viz., Balance Enquiry, Mini Statement, Linking of Multiple Accounts, Fund Transfer, Request to the Bank, Bill Payments, Ticket Booking, Shopping, Feedback/Complaints etc.

SBI Green Channel Counter

State Bank of India has started ‘Green Channel Counter’ on 1st July, 2010, at 57 Pilot branches across the country, as an innovative step towards paperless ‘Green Banking’ for deposit, withdrawal and remittance transactions. Based on the Customers favourable response, this initiative has now been rolled out to more number of branches.
The facility would give customers ease and comfort in transacting their business at branches. The customer need not fill up any pay-in slips or draw cheques for depositing or withdrawing money from their accounts, saving paper, and thereby contributing to the concept of ‘Green Banking’.

This novel facility would be a game changing move in the industry by reducing process time, as duplication in writing/feeding account details and transaction details by the customer as well as the person behind the counter is avoided by simply capturing these details by swiping the SBI Shopping cum ATM card (State Bank Shopping Card) on a device available at the Single Window Operator’s (SWO) counter. At the Green Channel Counter, there is a Point of Sale Machine (POS), on which the customer swipes his card. He is then asked by the machine to select the type of transaction, viz. (0) Cash Deposit, (1) Cash Withdrawal and (2) Funds Transfer. Once the customer selects the type of transaction by entering the option, the message ‘Enter the Amount’ is displayed. At present the maximum amount is Rs 40,000/-. The customer is asked to confirm the input amount followed by a message “Please Enter the PIN”. When the PIN is entered by the customer, the transaction gets transferred to the terminal of SWO who after entering the denomination of the cash to be paid/received, pays/receives cash and the transaction gets completed. The customer will be provided with a machine generated printed receipt with previous balance, amount of transaction and closing balance. Odd amount (in round rupees) transactions are possible. While withdrawing, the customer can have denomination of currency of his/her choice, subject to its availability at the Branch.

The Green Channel Counter is also an endeavor to offer ease of transactions to senior citizens, especially a large number of pension account holders who still prefer branch banking. The facility would be extended to a larger number of branches with added facilities in due course.

**CRM AT PUNJAB NATIONAL BANK**

PNB has developed solutions to provide the Data-cleansing and De-duplication solution for the first 4.3 million records from branches. With its pan India presence, PNB offers a wide variety of banking services through its branches including 249 extension counters - the largest amongst
Nationalized Banks. With an increasingly dynamic business and regulatory environment, PNB sought to not only achieve automation, but also centralize operations, standardize branch processes, achieve high scalability for future business growth, provide flexibility of creating innovative banking products to its lines of business, and at the same time, reduce overall costs. The visionary zeal and the futuristic view of the Bank's top management in the year 2000-2001 incubated the idea of introduction of a Centralized Banking solution. In 2001-2002, PNB embarked upon a transformation journey unparalleled in the country in terms of scale and technology. The bank became the first public sector bank in India to opt for a new generation core-banking platform. Since then, bank has consolidated and centralizes its operations, improving branch efficiency and productivity per employee. Consolidation has also resulted in reduction of revenue leakage and cost, while increasing ease of technical support and maintenance at branches. The solution's scalability has also enabled the bank's scalability to be the best in the country with the number of peak transactions at 3.5 million. With seamless integration of delivery channels such as ATM and internet banking solutions, PNB is able to provide 24X7 services to customers at a reduced transaction cost. The CBS branches of the Bank are enabled for interbank remittances through RTGS and NEFT. The RTGS and NEFT have also been interfaced with the Bank’s internet banking portal. The Straight-Through-Processing of NEFT inward messages have been implemented in July 2010. The feedback on quality of customer service at branches is obtained through the Branch Level Customer Service Committee meetings that are held every month in which customers from various cross sections of the society are invited including Senior Citizens and Pensioners. The suggestions/views generated during the meetings are collated and appropriate follow up action is taken to examine the feasibility to implement the suggestions for improving the quality of customer service rendered at the branches. PNB provides the following online services to its customers: Branch Banking, Internet Banking, Mobile Banking, ASBA, Share Trading, Bill Payments, E-Tax Payments, Money Transfer, Security Alerts, PNB global credit card.

PNB was finding it difficult to monitor, measure and follow up on business interactions being done with its prospective customers. The bank has had a core banking system in place for years, but that can only capture and capitalize on customer data after opening an account. As a result, the bank was loosing lots of business opportunities.
The Solution: PNB deployed a CRM software in 1650 branches, aptly naming it Customer First. The solution comprises of modules for business prospect management, lead management, activity management, product management, campaign management, and business intelligence reporting.

The Result: Customer First has helped PNB create a non-customers database, thereby allowing speedy identification of valued customers. PNB is able to cross sell its products, automate sales and marketing, and optimize its sales pipeline, thereby increasing the sales team's effectiveness and productivity. So much so that it has helped increase PNB's customer base from 5.81Cr. (as on March 2010) to 6.5Cr. In the 2009-2010 fiscal, the bank generated 61243 leads, out of which 35,250 leads were converted amounting to around Rs 788 Cr. of business.

PNB Pragati, which is a transformation program and customer centric approach by focusing on the future needs of the customer and involves restructuring itself to proactively deliver excellent services to the customer. It is a future banking. PNB Pragati facilitates 24 X 7 services through alternative channels and easy user interfaces through e-lobby (Self Service Area) with facilities like Cash Deposit Machine, Pass Book Updater Machine, ATM etc. PNB Pragati will be implemented in 17 branches in Karnataka Circle by end of December 2012. Executive Director of the bank highlighted the following benefits to the customer:
- Queue less banking
- 24 X 7 Services with Cash Deposit, Cheque Deposit, Pass Book Updater in a cool & convenient environment
- Standardized branch layout for all branches for easy & convenient booking.
- Pragati aims at superior PNB Product Delivery.

Enterprise Data Warehouse with modeling, mining capabilities

PNB’s Data warehouse solution had capabilities such as data extraction from source systems, data modeling, data transformation and loading, reporting tools (queries and reports), and data analytics mining. The data warehouse hardware operating system was IBM – AIX (Unix operating systems).

The scope of implementation and output of the system was:

- Two million transactions processed through the data warehouse daily.

- More than 10 source systems have been integrated and data is extracted and loaded on a daily basis. More than 20 lakh transactions are processed, loaded in base tables and summarized per day.

- More than 350 reports have been published with drill down features for HO, circles and branches.

- More than 40 dashboard reports are available for focussed monitoring and decision support of low-performing branches and circles. The reports feature convenient tools such as growth graphs, growth comparisons in percentage terms, traffic lights and pie charts.

- The anti-money laundering solution has been implemented. More than 15 lakh transactions are monitored and around 6,000 alerts have been generated for further scrutiny. Suspicious transactions and cash transactions beyond the threshold limit are monitored and reported to statutory agencies as required. The system also facilitates follow-up and closure of alerts.

- A CRM system has been implemented in 1,024 branches.

- An Operational Risk Management Solution (Operations Risk, Credit Risk and Market Risk) has been implemented and operational risk data from all the branches and offices is captured here. Risk assessment surveys are conducted online through the system. Advanced approach for Operational Risk as per BASEL guidelines has been implemented.

**Better operational control, revenue generation**
The implementation of the data warehouse has not only given PNB better control and insight into its operations, it’s also given management the perspective it requires to achieve the bank’s vision of 15 crores customers and business of Rs 10,00,000 crores by 2013.

Other benefits are:

• 12 lakh man days saved per year.

• 45,000 leads have been converted into B 1,050 crores of business.

• Provided the support PNB required to focus on customized products and services to a specific segment of customers.

CRM Practices at Union Bank

The real beginning
The word customer service was best contemplated and was drawn into an action plan for implementation by Union Bank of India in the year 2007 through a project called NavNirman, a business process reengineering exercise which included rebranding exercise that is to take on the changing demographic advantage for connecting with the youth of India, who are a major chunk of working class contributing to aggregate demand in the economy. During the year 2007 to 2010 the project implementation included product innovation for meeting value for money, which is one of the brand promises to the customers of the bank apart from process improvements like creating back office and creation of various alternate delivery channels for freeing the branch for attending to customers effectively, which is also one of the pillars of the re-engineering process. On people front, a country wide initiative was taken to train all the frontline officers for enhancing the soft skills for improved customer satisfaction. During the same period a major training programme was conducted country wide for the then PTS (Part time sweepers) now re-designated as (full time) housekeepers to maintain cleanliness of the premises apart from etiquettes and attitudinal shift towards customers which is highly experienced across the branches.
Creating superior customer experiences

On transparency front, the bank has uploaded a customer grievance redressal policy, compensation policy apart from code of commitment to customers and SME code of commitment. Online grievances received from customers are redressed efficiently through a system support of escalation matrix from branch to the corporate office without leaving a scope for dillydallying. The branches display the address of ombudsman, address of the BCSBI code compliance officer apart from physical complaints register. Apart from monthly customer meet as per RBI directives, the bank also conducts all India customer service meetings every quarter across all branches under the guidance of central office. The prime objectives of such meetings are to find out customer service standards pertaining to our product and service offerings and hand holding in case of new launches of products and services and inviting feedback for improvement. In December 2010, bank has partnered with M/s. McKinsey & Company for a project on customer service excellence for addressing following aspects:

- Establishing a new model that will enhance delivery management
- Streamlining the call centre and alternate channels
- Redesigning the key moments of truth
- Establishing an enhanced customer grievance cell
- Setting up a customer intelligence unit

Unionxperience

Already the branch of future generation has been launched at many centers known as Unionxperience which has state of the art pass book printers for use by the customers, auto generation of cheque deposit slips for use by the customers themselves, single window for payments up to `1 lac and a branch assist to take care of customer needs. Customer care is not a department; rather it is an attitude in the bank.

Bank has put in place an unique model of root cause analysis using the 5 WHYS model for moving towards zero tolerance policy on customer grievances. A highly tech savvy public sector Bank is the first among the large public sector banks to complete 100% Core Banking Solution network. It has recently completed the Core Banking Solution in all it's sponsored Regional Rural Banks.
Union Mobile (U-mobile): UMOBILE- a milestone in banking field- provides the customers a secure and convenient means of banking and commerce from anywhere anytime. Customers can check their account balances, take a mini- statement, transfer money to Union Bank accounts, other banks, make bill payments, do airline /movie ticketing, make temple donation, fee payments, stop cheques, know cheque status, know branch/ATM locations and even request bank for cheque books, a/c statements or new accounts, all this on press of button on mobile. The services are available both on SMS and GPRS. UMobile is a secured payment channel since the customer does not compromise with information like the debit card number or pin.

The first to launch mobile banking the moment RBI gave approval. It is one among top banks of the country to start Interbank Mobile Payment Service (IMPS).

The auto indenting of cheque book on exhaustion of 60% of cheque leaves and requesting for cheque book through various alternate channels including services like balance inquiry, stop payment of cheques, mini statement etc. is a reflection of commitment to customer service excellence through technology experience. A call centre is operational in 7 regional languages apart from a dedicated number for customer's calling from outside the country. In the Bank technology is not an end in itself but a means to empower people and achieve customer delight.

Reaching the unreachted
For financial inclusion bank has taken an excellent initiative like launching of dedicated village knowledge centers for focused growth of rural masses. Another milestone is establishment of “Union Mitr” for counseling to rural population in rural areas. Bank has tied up with organizations like FINO for financial inclusion through branchless banking mode. Union Bank money is another initiative in rural areas for cash withdrawals through tie-up with Nokia. “Union kisan Mitra” a new beginning for hassle free and speedy disposal of agriculture loans, wherein any literate villager is authorized to take care of the less advantaged agriculturists in rural area.

Union Pragati is a humble beginning to issue biometric cards through JLGs. “Union Chetna” an information window available for customers during business hours on a digital screen for pursuing goal of financial literacy and awareness through natikas, comic books available in 18 regional languages. Under “Union inclusions” initiatives biometric card to card remittances for migrant labourers, launching of mobile van banking to extend banking reach to unbanked villages in Odisha, solar powering of Union Adarsh Gram are key initiatives. Under Union
Adarsh Gram yojana bank has launched a campaign in association with TERI to light up all its 103 adopted villages by providing solar lanterns.

**Caring different customer segments**

All the pension disbursals have been centralized which takes care of accurate and timely credit. Separate counters are opened for senior citizens in large branches especially on pension payment days to convey the message that Bank cares senior citizens. Free collection and remittance facilities to blind, physically handicapped, disabled individuals and institutions are set up for their benefit. No service charges are collected from freedom fighters on collection of pension bills and cheques. Instruments favouring Prime Minister's or Chief Ministers relief fund are collected free of charges. Demand drafts issued in their favour are also issued free of cost. Free collection of outstation instruments favouring senior citizens, pensioners in rural branches up to `5,000/- representing pension. Concessions to students are offered for purchase, cancellation of DDs for purchase of prospectus, application form and payment of examination fee. Cash deposit charges are exempted in rural and semi urban branches for depositing in savings account etc.

**India’s First Talking ATM**: Union Bank of India’s Accessible and Talking ATM is one such example of technology innovation and careful consideration in bringing financial independence to persons with disabilities. Our Talking ATM solution has set a benchmark on accessible banking in India and provided financial access to blind persons in getting cash on their own anytime. Talking ATM also provides greater banking usability for the low vision, illiterate and aged population.