CHAPTER VI

ANALYSIS OF CRM PRACTICES IN CORPORATION BANK: BANKERS' PERSPECTIVE

6.1 PURPOSE AND OVERVIEW

The main purpose of this chapter is to present the bankers' perspective of the efficiency of CRM practices of Corporation bank. In addition it intends to present Bankers' orientation towards CRM adoption, their knowledge of CRM strategies and concepts, and the constraints faced by them in optimizing customer relationships. Bankers’ perspective is important because they happen to be the face of the organization. In addition to knowing their view on their own practices, it would be interesting to know how they evaluate their own practices, what they think about their own bank and how prepared and empowered they are for CRM implementation.

The above purpose is achieved by evaluating the responses collected from them and is presented in two separate sections in the following manner: In the first section (6.2), the primary data collected from the questionnaires administered to bankers is described using mean, sum, quartiles and proportions with regard to each practice. The data on bankers’ perspective on practices that widen customer relationships is analysed by evaluating the efficiency of two broad groups of practices, i.e., marketing practices, and employee empowerment and other practices. The lengthening practices are evaluated with regard to the efficiency of seven broad groups of practices, i.e., segmentation practices, competitive practices, channel management practices, employee empowerment practices (through evaluation of the employee skills, bank’s general as well as data management strategies in empowering employees and the job satisfaction experienced by the employees), data management practices, complaint management practices and other practices in lengthening customer relationships. The deepening practices take into account two broad groups of practices in deepening relationships, namely, the segmentation practices and channel management and other practices in deepening customer relationships. Competitive practices are gauged through a single large group of practices.
Findings highlight that the bankers consider the CRM practices in widening customer relationships and the competitive practices meet the required efficiency but the practices in lengthening and deepening relationships are not of the required efficiency.

The second purpose, of knowing the preparedness of the bankers for CRM implementation, is evaluated in section 6.3. This is done firstly, by summarizing the responses received with regard to bankers’ orientation towards adoption of CRM technology solution. This helps to know their readiness to accept such an implementation, at face value. Secondly since any CRM implementation needs to take stock of the constraints that already exist in optimizing customer relationships in order to be successful, data on bankers’ perception of the constraints faced in optimizing customer relationships is presented next, through tables and charts. Thirdly, since any CRM implementation, to be successful, requires that the bankers have good knowledge of the strategies, concepts and software, data is presented on these aspects. Both these give an insight into the bank’s as well as the bankers’ preparedness to implement CRM, an insight into the type and extent of training needed. A well prepared and oriented workforce is the best guarantee for the success of any CRM project.

Data evaluation on the above, points to the fact that bankers are positively oriented towards CRM implementation, experience constraints in optimizing customer relationships, but are not very open in voicing their opinions with regard to constraints. Further their knowledge of CRM strategies is marginal, on concepts is poor and on CRM technology is very poor.

6.2 EVALUATION OF CRM PRACTICES OF CORPORATION BANK FROM THE BANKERS’ PERSPECTIVE:

This section presents the data and tests the hypotheses, on the efficiency of CRM practices of Corporation Bank from the bankers’ perspective. The practices are evaluated thus: first the data on a practice is described using mean, sum, percentiles and proportions. This is followed by the evaluation of the data for the purpose of testing the hypotheses. It is important to note here that the score which represents the opinion that a practice is moderately efficient in fulfilling the customer expectations cannot be acceptable in deciding whether a practice is efficient or not because CRM
propagates 'delighting' customers rather than merely satisfying them on any aspect of relationship and 'delight' can be achieved only when the practice is considered to be at least substantially efficient. Therefore the four hypotheses that evaluate the efficiency of the CRM practices of the bank in 'widening'; 'lengthening' and 'deepening' relationships, and the competitive strategy, are tested on the basis of a common assumption that the bankers concur in their opinion that each of the CRM practice is 'substantially to highly' efficient (with \( p \) \( \geq .8 \)) in managing relationships with customers.

6.2.1 CRM Practices of the Bank in Widening Relationships: Bankers' perspective:

   Under the practices of widening customer relationships, two sub-bevies of practices have been evaluated, i.e., marketing practices and employee empowerment practices including other general practices in widening relationships.

a. Efficiency of the Marketing Practices in Widening Relationships with Customers:

   A number of factors play an important role in evaluating the Marketing Practices in widening relationships with the customers of the bank. The factors taken into consideration for evaluation of the marketing practices can be divided into two categories, i.e., the extent of presence of the practices and the comparative superiority of the bank in relation to other banks in widening customer relationships. All these factors highlight importance given by the bank in making it widely known in the district. The table 6.1 presents the various statistics with regard to efficiency scores allotted by bankers for the marketing practices in widening relationships. The practices presented in table 6.1 are coded as follows: 1. Efficiency of the bank in widening relationships \( W1.1 \) through its social involvement in community programmes and services; \( W1.2 \) by providing its branches with an attractive physical set up and a convenient location. 2. Superiority of the bank over its peers in the locality with regard to: \( W1.3 \) Advertisement effort; \( W1.4 \) Providing a range of product offers; \( W1.5 \) Image and reputation; \( W1.6 \) Set-up and location; \( W1.7 \) Acquiring new customers. 3. \( W1.8 \) The overall superiority (reputation) of the bank over the competing banks in India

145
From the statistics presented in table 6.1 it is clear that the bankers consider the CRM practices at widening relationships are substantially efficient as they obtain an average score of around 4. However, the bankers consider the bank to be one among the best in India (W1.8). A glance at the percentiles shows that at least 25% of the respondents opine that the bank has been highly efficient in widening relationships through its social involvement in community activities and by providing the necessary facilities and also that it is far superior in its image and reputation compared to other banks in the locality. Further it shows that minimum 50% respondents are of the opinion that their bank is known to be one among the best in the country.

Table 6.1 Analysis of the Efficiency of Marketing Practices in Widening Customer Relationships (Bankers' perspective)

<table>
<thead>
<tr>
<th>Statistic Strategy</th>
<th>Total Responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Max.</td>
<td>Actual</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>W1.1</td>
<td>90</td>
<td>3.83</td>
<td>450</td>
<td>345</td>
</tr>
<tr>
<td>W1.2</td>
<td>89</td>
<td>3.69</td>
<td>445</td>
<td>328</td>
</tr>
<tr>
<td>W1.3</td>
<td>92</td>
<td>3.82</td>
<td>460</td>
<td>351</td>
</tr>
<tr>
<td>W1.4</td>
<td>92</td>
<td>3.95</td>
<td>460</td>
<td>363</td>
</tr>
<tr>
<td>W1.5</td>
<td>91</td>
<td>4.15</td>
<td>455</td>
<td>378</td>
</tr>
<tr>
<td>W1.6</td>
<td>90</td>
<td>3.67</td>
<td>450</td>
<td>330</td>
</tr>
<tr>
<td>W1.7</td>
<td>91</td>
<td>3.77</td>
<td>455</td>
<td>343</td>
</tr>
<tr>
<td>W1.8</td>
<td>89</td>
<td>4.46</td>
<td>445</td>
<td>397</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>3.92</td>
<td>3620</td>
<td>2835</td>
<td>Proportion= .7832</td>
</tr>
</tbody>
</table>

Source: Field survey

b. Efficiency of Employee-Empowerment and other Practices in Widening Relationships with Customers: Bankers’ perspective:

In addition to the marketing efforts, the employee empowerment plays an important role in widening relationships with customers. Table 6.2 displays the sample statistics of the bankers’ perspective regarding the extent of their empowerment in widening relationships. The efficiency of the following practices was evaluated: Efficiency with regard to: W2.1 Segmentations efforts in capturing new customers; W2.2 Employee empowerment to capture high net-worth customers; W2.3 Efforts in enhancing trust and image of the bank; W2.4 Efforts in enhancing setup of the branches and facilities provided; W2.5 Providing competitive interest rates.
Table 6.2 Analysis of the Efficiency of Employee Empowerment and Other Practices in Widening Customer Relationships (Bankers’ perspective)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Total Responses</th>
<th>Mean</th>
<th>Total Scores Max.</th>
<th>Actual</th>
<th>Percentiles 25</th>
<th>50</th>
<th>75</th>
</tr>
</thead>
<tbody>
<tr>
<td>W2.1</td>
<td>92</td>
<td>4.11</td>
<td>460</td>
<td>378</td>
<td>4.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>W2.2</td>
<td>94</td>
<td>3.96</td>
<td>470</td>
<td>372</td>
<td>3.00</td>
<td>4.00</td>
<td>5.00</td>
</tr>
<tr>
<td>W2.3</td>
<td>91</td>
<td>4.05</td>
<td>455</td>
<td>369</td>
<td>4.00</td>
<td>4.00</td>
<td>5.00</td>
</tr>
<tr>
<td>W2.4</td>
<td>91</td>
<td>3.52</td>
<td>455</td>
<td>320</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>W2.5</td>
<td>88</td>
<td>3.50</td>
<td>440</td>
<td>308</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>3.83</td>
<td>2280</td>
<td>1747</td>
<td>Proportion=.7662</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey

The median score places the efficiency of the employee empowerment practices at widening relationships to be substantially efficient. All the practices are given a score of 4 on an average with practice one, two and three rated as highly efficient by at least 25% of the respondents and practice W2.4 and W2.5, as substantially efficient.


For the purpose of testing the efficiency of CRM practices of the bank in widening relationships from the bankers’ perspective, the following hypothesis was formulated:

H₀: Customer Relationship Management Practices (CRM) of Corporation Bank are efficient in widening relationships with customers (i.e., in acquiring new customers).

H₁: Customer Relationship Management Practices (CRM) of Corporation Bank are not efficient in widening relationships with customers (i.e., in acquiring new customers).

This hypothesis was tested using the ‘t’ test for mean. The values obtained are presented in Table 6.3.

Table 6.3 Efficiency of CRM Practice in Widening Customer Relationships (Bankers’ perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>N</th>
<th>df</th>
<th>t</th>
<th>Sig. 2 tailed</th>
<th>Mean difference</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>13</td>
<td>12</td>
<td>-1.561</td>
<td>.144</td>
<td>-.11692</td>
<td>3.8831</td>
<td>.26998</td>
</tr>
</tbody>
</table>

Source: Worked out from the data presented in Tables 6.1 and 6.2
From table 6.3 it is observed that the ‘t’ value is not significant at 5% level of significance. Since mean efficiency is equal to four, it is concluded that the Customer Relationship Management Practices (CRM) of Corporation Bank are substantially efficient in widening its relationships with customers (i.e., in acquiring new customers) as per the bankers’ perspective. Thus the null hypothesis is accepted at 5% level of significance.

6.2.2 CRM Practices of the Bank in Lengthening Relationships (Bankers’ perspective)

Efficiency of seven groups of practices was evaluated in finding the bankers’ perspective of lengthening customer relationships. Data describing these practices has been presented below:


The first among the practices to be evaluated with regard to lengthening customer relationships are the segmentation practices. The factors that were taken into consideration while evaluating the efficiency of the segmentation practices in lengthening relationships are: Efficiency of the segmentation practice with regard to:

- L1.1 analysing the service expectations of the customers; 
- L1.2 analyzing the banking needs of the customers; 
- L1.3 assigning right costs to customers; 
- L1.4 analyzing the segment value.

Table 6.4 Analysis of the Efficiency of the Segmentation Practice in Lengthening Customer Relationships (Bankers’ perspective)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>Max.</td>
<td>Actual</td>
</tr>
<tr>
<td>L1.1</td>
<td>93</td>
<td>3.83</td>
<td>465</td>
<td>356</td>
</tr>
<tr>
<td>L1.2</td>
<td>92</td>
<td>3.99</td>
<td>460</td>
<td>367</td>
</tr>
<tr>
<td>L1.3</td>
<td>89</td>
<td>3.45</td>
<td>445</td>
<td>307</td>
</tr>
<tr>
<td>L1.4</td>
<td>91</td>
<td>3.77</td>
<td>455</td>
<td>343</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td></td>
<td>3.76</td>
<td>1825</td>
<td>1373</td>
</tr>
</tbody>
</table>

Source: Field survey

Statistics in Table 6.4 clearly indicate that the bankers again concur that the segmentation practices of the bank are substantially efficient in lengthening relationships with customers. However, it can be noted that these practices are considered to be less efficient than the widening practices as all of them are rated at
the most moderately efficient by 25% of the respondents. Except for the practice of analyzing the banking needs of customers (L1.2), which is rated as highly efficient by at least 25% respondents, all the practices have been rated at the most substantially efficient by a minimum of 50% of the respondents.

b. Efficiency of the Competitive Practices in Lengthening Customer Relationships:

The competitive practices of the bank were gauged by evaluating the following aspects: Superiority of the bank over the other banks in the vicinity of the branch: L2.1 in the adoption of customer friendly strategies; L2.2 in the adoption of customer friendly technology; L2.3 in offering the range of product that suit customer needs; L2.4 in providing an appealing physical set up and location; L2.5 in its ability to retain customers; L2.6 in the speed and efficiency of complaint handling; L2.7 in satisfying customers. Table 6.5 describes the statistics on the sample data.

Table 6.5 Analysis of the Efficiency of Competitive Practices in Lengthening Customer Relationships (Bankers’ Perspective)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Total Responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Max.</td>
<td>Actual</td>
</tr>
<tr>
<td>L2.1</td>
<td>92</td>
<td>3.95</td>
<td>460</td>
<td>363</td>
</tr>
<tr>
<td>L2.2</td>
<td>80</td>
<td>3.96</td>
<td>450</td>
<td>356</td>
</tr>
<tr>
<td>L2.3</td>
<td>92</td>
<td>3.95</td>
<td>460</td>
<td>364</td>
</tr>
<tr>
<td>L2.4</td>
<td>90</td>
<td>3.67</td>
<td>450</td>
<td>330</td>
</tr>
<tr>
<td>L2.5</td>
<td>92</td>
<td>3.96</td>
<td>460</td>
<td>364</td>
</tr>
<tr>
<td>L2.6</td>
<td>91</td>
<td>3.85</td>
<td>455</td>
<td>350</td>
</tr>
<tr>
<td>L2.7</td>
<td>92</td>
<td>3.98</td>
<td>460</td>
<td>366</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>92</td>
<td>3.9</td>
<td>3195</td>
<td>2492</td>
</tr>
</tbody>
</table>

Source: Field survey

The statistics described in table 6.5 again points to the fact that the bankers concur that the competitive practices are substantially efficient in lengthening customer relationships. While the statistics on percentiles reveals that first, second, fourth and sixth of the practices are considered to be at the most moderately efficient by 25% of the respondents and third, fifth and seventh practices to be, at the most substantially efficient by a minimum of 75% of the respondents. At least 25% of the responses opine that the customer friendly strategies were highly efficient in
lengthening relationships. All the strategies are rated at the most substantially
efficient in lengthening relationships by over 50% of the respondents.

c. Efficiency of the Channel Management Practices in Lengthening Customer
   Relationships:

   For evaluation of the Channel Management Practices of the bank, banker
   responses were sought in two ways: First of all the bankers were asked to score the
efficiency of the three channels out of a maximum score of 10. Table 6.6 presents the
statistics on the scores allotted by the bankers in this regard.

| Table 6.6 Analysis of the Efficiency Scores for the Bank’s Channels
   (Bankers’ Perspective) |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statistic</strong></td>
</tr>
<tr>
<td>Face to Face</td>
</tr>
<tr>
<td>ATMs</td>
</tr>
<tr>
<td>Internet</td>
</tr>
</tbody>
</table>

Source: Field survey

Secondly, the bankers were asked to rate the efficiency of the two channel
management practices: Efficiency with regard to: L3.1 Channel Optimisation;  L3.2
Extent to which the channel is customer friendly. The data pertaining to these two
aspects are presented in table 6.7

   It is seen from table 6.6 that the average scores allotted by the respondents to
the efficiency of the face-to-face channel is the highest at 7.64 and the least in case of
internet banking. The maximum score that has been allotted for each of the channels
is at 10; whereas the minimum is zero in case of internet banking, one for ATMs and
2 for across-the-counter channel.

| Table 6.7 Analysis of the Efficiency of Channel Management Practices of the
   bank in Lengthening Customer Relationships (Bankers’ Perspective) |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statistic</strong></td>
</tr>
<tr>
<td>L3.1</td>
</tr>
<tr>
<td>L3.2</td>
</tr>
<tr>
<td>Aggregate Values</td>
</tr>
</tbody>
</table>

Source: Field survey
From Table 6.7 it can be seen that the bankers’ channel optimization obtains a very low score and is rated at a moderate level by majority of the respondents, whereas the friendliness of the channels is rated to be substantially efficient. This is further seen from the statistics on the percentiles where minimum of 25% of the bankers have rated the channel optimization (L3.1) efficiency at just ‘2’ and their customer friendliness (L3.2) to a moderate extent. A minimum of 50% respondents have scored L3.2 to be ‘substantially to highly’ efficient whereas only 25% have said this in case of L3.1.

d. Efficiency of the Employee Empowerment Practices in Lengthening Customer Relationships:

Employees play a very crucial role in relationship management and it can be said with conviction that no other factor in relationship management plays as important a role as an employee. Therefore, organisations which aim to optimize Customer Relationships consider employee empowerment to be the number one factor, more important than even technology adoption. There is no denying the fact that the touch point personnel are ‘the organisation’, as far as customers are concerned. Accordingly a detailed analysis of this factor has been made as follows:

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>L4.1</td>
<td>92</td>
<td>3.96</td>
<td>460</td>
<td>3 4 5</td>
</tr>
<tr>
<td>L4.2</td>
<td>94</td>
<td>3.69</td>
<td>470</td>
<td>3 4 4</td>
</tr>
<tr>
<td>L4.3</td>
<td>92</td>
<td>3.91</td>
<td>460</td>
<td>3 4 4</td>
</tr>
<tr>
<td>L4.4</td>
<td>93</td>
<td>3.71</td>
<td>465</td>
<td>3 4 4</td>
</tr>
<tr>
<td>L4.5</td>
<td>92</td>
<td>3.73</td>
<td>460</td>
<td>3 4 4</td>
</tr>
<tr>
<td>L4.6</td>
<td>93</td>
<td>4.10</td>
<td>485</td>
<td>4 4 5</td>
</tr>
<tr>
<td>L4.7</td>
<td>91</td>
<td>3.62</td>
<td>455</td>
<td>3 4 4</td>
</tr>
<tr>
<td><strong>Aggregate Values</strong></td>
<td></td>
<td><strong>3.82</strong></td>
<td><strong>3235</strong></td>
<td><strong>2469</strong></td>
</tr>
</tbody>
</table>

First of all, since CRM skills of employees take the central place in optimizing Customer Relationships especially in the absence of CRM technology adoption, the efficiency of the following skills were evaluated and the statistics are presented in table 6.8: Employee L4.1 interaction skills at peak business hours; L4.2 patience in
dealing with the unreasonably demanding customers; \textbf{L4.3} provision of professionalized services at all times; \textbf{L4.4} ability to give customers details on matters on bank and its products; \textbf{L4.5} ability to satisfy customers beyond their expected needs; \textbf{L4.6} ability to show care and concern to customers in need; \textbf{L4.7} adaptation to change.

Table 6.8 is very clear in showing, that according to the bankers, the employees are substantially skilled in managing customer relationships. However percentiles point to the fact that at least 25% respondents feel that the employee interaction skills at peak hours and their ability to show care and concern are ‘highly’ efficient. It is also interesting to note that a minimum of 75% of the respondents feel that the employees are ‘substantially’ to ‘highly’ skilled in their ability to show care and concern to customers (L4.6).

\textbf{Table 6.9 Analysis of the Efficiency of Employee Empowerment Practices of the Bank in Lengthening Customer Relationships (Bankers’ Perspective)}

\begin{center}
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline
\textbf{Statistic} & \textbf{Total responses} & \textbf{Mean} & \textbf{Total Scores} & \textbf{Percentiles} \\
& & & \textbf{Max} & \textbf{Actual} & \textbf{25} & \textbf{50} & \textbf{75} \\
\hline
\textbf{L4.8} & 90 & 3.59 & 450 & 323 & 3.00 & 4.00 & 4.00 \\
\textbf{L4.9} & 91 & 4.05 & 455 & 369 & 4.00 & 4.00 & 5.00 \\
\textbf{L4.10} & 90 & 3.93 & 450 & 354 & 3.00 & 4.00 & 5.00 \\
\textbf{L4.11} & 88 & 2.86 & 440 & 252 & 2.00 & 3.00 & 4.00 \\
\textbf{L4.12} & 91 & 3.93 & 455 & 358 & 3.00 & 4.00 & 4.00 \\
\textbf{L4.13} & 91 & 3.52 & 455 & 320 & 3.00 & 4.00 & 4.00 \\
\textbf{L4.14} & 88 & 3.50 & 440 & 308 & 3.00 & 4.00 & 4.00 \\
\textbf{L4.15} & 90 & 3.49 & 450 & 314 & 3.00 & 4.00 & 4.25 \\
\textbf{L4.16} & 88 & 3.39 & 440 & 298 & 2.25 & 4.00 & 4.00 \\
\hline
\textbf{Aggregate Values} & & 3.58 & 4035 & 2896 & & & \\
\hline
\end{tabular}
\end{center}

Source: Field survey

Secondly, in addition to the skills possessed by the employees, organization which understands the important part that an employee plays in optimizing Customer Relationships, tries to empower them through different ways and means. In this regard the following aspects were evaluated in gauging the efficiency of the employee empowerment practices of the bank: Efficiency of the bank \textbf{L4.8} in educating employees from the customer satisfaction survey-feedback; \textbf{L4.9} efforts in enhancing trust and image of the bank; \textbf{L4.10} training efforts in customer orientation and
dynamics; L4.11 in providing incentives to employees in regaining lost customers; L4.12 through speedy and efficient complaint resolution on matters referred to higher officials; L4.13 in providing and enhancing the physical set up and facilities of the bank branches; L4.14 in providing competitive interest rates to customers; L4.15 in recognizing and awarding employees who render efficient service to customers; L4.16 in displaying trust in the employees of the bank by acting on the branch recommendations. Table 6.9 presents data on factors mentioned above.

Table 6.9 has the most variations in opinions on Bank’s empowerment to employees in managing their customer relationships. All the factors, except L4.11 (providing incentives to employees in regaining lost customers), have been rated as substantially efficient by majority of the respondents. Statistics on percentiles show that there is a varied opinion on the factors and the least score is given to the factor ‘incentives provided to regain lost customers’ which is rated to be at the most a ‘little extent’ by 25% of the respondents; almost a similar opinion is also found to the factor ‘displaying trust in the employees of the bank by acting on the branch recommendations’. The best scores are received by the factors ‘efforts in enhancing trust and image of the bank’ followed by ‘training efforts in customer orientation and dynamics’, which are rated as ‘highly’ efficient by at least 25% of the banker-respondents.

Thirdly, in view of the large number of customers, neck-to-neck competition, sophistication in relationships, etc., any bank employee needs a special kind of empowerment unlike in the past, i.e., empowerment to manage the data of the customers through various techniques and tools. Table 6.10 presents the related statistics regarding this. The factors that are evaluated under data empowerment practices are: Empowerment of employees L4.17 by providing data analysis tools; L4.18 by providing data storage and evaluation technology; L4.19 by facilitating preparation of a single profile of the customer across channels and departments; L4.20 by providing the one-to-one/target marketing techniques; L4.21 by providing auto-reporting tools; L4.22 by adopting relationship-oriented segmentation techniques.
Table 6.10 Analysis of the Efficiency of the Employee empowerment through Data Management Practices in Lengthening Customer Relationships (Bankers’ perspective)

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Max.</td>
<td>Actual</td>
</tr>
<tr>
<td>L4.17</td>
<td>91</td>
<td>3.37</td>
<td>455</td>
<td>307</td>
</tr>
<tr>
<td>L4.18</td>
<td>87</td>
<td>3.18</td>
<td>435</td>
<td>277</td>
</tr>
<tr>
<td>L4.19</td>
<td>88</td>
<td>2.86</td>
<td>440</td>
<td>252</td>
</tr>
<tr>
<td>L4.20</td>
<td>89</td>
<td>3.13</td>
<td>445</td>
<td>279</td>
</tr>
<tr>
<td>L4.21</td>
<td>90</td>
<td>3.84</td>
<td>450</td>
<td>346</td>
</tr>
<tr>
<td>L4.22</td>
<td>90</td>
<td>2.84</td>
<td>450</td>
<td>256</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>3.2</td>
<td>2675</td>
<td>1717</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field survey

Just as the channel management practices are rated at a very low level, it is seen in table 6.10 that the bankers find the technical empowerment provided for employees by the bank to be very low with a minimum of 50% of the bankers rating it to be at the most ‘moderate’. At least 25% of the respondents have rated most of the factors with a score of 2 marking their efficiency as ‘little extent’ showing that they find little empowerment by the bank. The best consistent score is received by the factor ‘providing auto-reporting tools’ (L4.21), where a minimum of 25% respondents have said that they feel greatly empowered.

Last, though definitely not the least, it is important to keep the employees happy and satisfied with their job and the work environment. This ensures that the employees, who are the ‘face of the organization’ to the customers, are well motivated and really care for the well-being of the organization that cares for their well-being.

Table 6.11 Analysis of the Job satisfaction of the Bankers

<table>
<thead>
<tr>
<th>Statistic Strategy</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Score</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Max.</td>
<td>Actual</td>
</tr>
<tr>
<td>L4.23</td>
<td>92</td>
<td>3.65</td>
<td>460</td>
<td>336</td>
</tr>
<tr>
<td>L4.24</td>
<td>91</td>
<td>3.59</td>
<td>455</td>
<td>327</td>
</tr>
<tr>
<td>L4.25</td>
<td>91</td>
<td>2.66</td>
<td>455</td>
<td>242</td>
</tr>
<tr>
<td>Sum of values</td>
<td></td>
<td>3.3</td>
<td>1370</td>
<td>905</td>
</tr>
<tr>
<td>Aggregate Values (tables 6.12 to 6.15)</td>
<td>3.475</td>
<td>11315</td>
<td>7987</td>
<td>Proportion= .7059</td>
</tr>
</tbody>
</table>

Source: Field survey

Therefore, the following factors of employee empowerment through job satisfaction were evaluated and are presented in table 6.11: L4.23 The degree of job satisfaction was evaluated and is presented in table 6.11.
satisfaction experienced by the employees; L4.24 the efforts of the organization in
keeping the employees satisfied with their job; L4.25 the extent to which the
employees do not feel pressurized by the management.

Though table 6.11 portrays that bankers experience ‘substantial’ job
satisfaction and the bank’s efforts at employee job satisfaction are ‘substantial’, it is
found that the bankers feel ‘pressurized’ by the management. This factor has been
rated at the most at a ‘moderate level’, by a minimum of 75% of the bankers.

e. Efficiency of the Data Management Practices in Lengthening Customer
Relationships:

CRM, in the modern sense, can be best achieved through quick and
appropriate data management tools. The reasons for this have been presented in
chapter III through a detailed discussion of CRM and the concept pertaining to it.
Therefore, it is imperative that the bank’s technology and data management practices
are evaluated.

Table 6.12 Analysis of the Efficiency of Data Management Practices of the Bank
in Lengthening Customer Relationships (Bankers’ Perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total score</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Max. Actual</td>
<td>25</td>
</tr>
<tr>
<td>L5.1</td>
<td>91</td>
<td>3.45</td>
<td>455 314</td>
<td>3.00</td>
</tr>
<tr>
<td>L5.2</td>
<td>90</td>
<td>2.44</td>
<td>450 220</td>
<td>1.00</td>
</tr>
<tr>
<td>L5.3</td>
<td>91</td>
<td>3.37</td>
<td>455 307</td>
<td>3.00</td>
</tr>
<tr>
<td>L5.4</td>
<td>87</td>
<td>3.18</td>
<td>435 277</td>
<td>2.00</td>
</tr>
<tr>
<td>L5.5</td>
<td>88</td>
<td>2.86</td>
<td>440 252</td>
<td>2.00</td>
</tr>
<tr>
<td>L5.6</td>
<td>89</td>
<td>3.13</td>
<td>445 279</td>
<td>2.50</td>
</tr>
<tr>
<td>L5.7</td>
<td>90</td>
<td>3.84</td>
<td>450 346</td>
<td>3.00</td>
</tr>
<tr>
<td>L5.8</td>
<td>90</td>
<td>2.84</td>
<td>450 256</td>
<td>2.00</td>
</tr>
<tr>
<td>L5.9</td>
<td>89</td>
<td>2.78</td>
<td>445 247</td>
<td>2.00</td>
</tr>
<tr>
<td>L5.10</td>
<td>90</td>
<td>3.19</td>
<td>450 287</td>
<td>2.00</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>3.11</td>
<td>4475</td>
<td>2785</td>
<td>Proportion= .62235</td>
</tr>
</tbody>
</table>

Source: Field survey

Table 6.12 sets out the statistics on this parameter and the factors that are
gauged are: Efficiency of the tools and techniques used to L5.1 predict customer
needs; L5.2 to identify and lose unprofitable customers; L5.3 analyse customer
information; L5.4 store and evaluate customer and other relevant data; L5.5 provide
a single profile of the customers across departments and channels; L5.6 personalise
marketing efforts; L5.7 generate automated reports; L5.8 segment customers to enhance relationships; L5.9 enhance Customer Relationships using a relevant CRM software; L5.10 optimise customer interaction channels.

A glance of table 6.12 makes it clear that the efficiency of data management practices is comparatively at a lower level than the other parameters. One of the important aims of CRM is to identify and lose unprofitable customers (L5.2) and the efficiency of data management abilities in fulfilling this objective has been rated to be at the most at 'little' efficiency by at least 50% of the respondents and has obtained the lowest score among all the factors evaluated.

f. Efficiency of the Customer Complaint Management Practices in Lengthening Customer Relationships:

There are a number of complaint management procedures that enhance customer relationships. They can be categorised as reactive and proactive. To enhance Customer Relationships, it is more important have in place proactive, than reactive complaint management procedures.

Table 6.13 Analysis of Efficiency of Customer Complaint Management Practices of the Bank in Lengthening Customer Relationships (Bankers’ Perspective)

<table>
<thead>
<tr>
<th>Statistic Strategy</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Score Max.</th>
<th>Actual</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>L6.1</td>
<td>89</td>
<td>3.65</td>
<td>445</td>
<td>325</td>
<td>3.00</td>
</tr>
<tr>
<td>L6.2</td>
<td>88</td>
<td>2.55</td>
<td>440</td>
<td>224</td>
<td>1.00</td>
</tr>
<tr>
<td>L6.3</td>
<td>90</td>
<td>3.66</td>
<td>450</td>
<td>329</td>
<td>3.00</td>
</tr>
<tr>
<td>L6.4</td>
<td>89</td>
<td>3.45</td>
<td>445</td>
<td>307</td>
<td>3.00</td>
</tr>
<tr>
<td>L6.5</td>
<td>92</td>
<td>3.87</td>
<td>480</td>
<td>338</td>
<td>3.00</td>
</tr>
<tr>
<td>L6.6</td>
<td>94</td>
<td>3.69</td>
<td>470</td>
<td>347</td>
<td>3.00</td>
</tr>
<tr>
<td>L6.7</td>
<td>92</td>
<td>3.73</td>
<td>480</td>
<td>343</td>
<td>3.00</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td></td>
<td>3.49</td>
<td>3170</td>
<td>2213</td>
<td>Proportion=.6981</td>
</tr>
</tbody>
</table>

Source: Field survey

In order to evaluate both the aspects of complaint management, the following factors were evaluated as presented in table 6.13: Efficiency of L6.1 complaint management practice; L6.2 meeting promises made to customers; L6.3 customer education on bank and its products; L6.4 assigning right costs to customers through segmentation strategy; L6.5 handling customer complaints; L6.6 patience in dealing with unreasonably demanding customers; L6.7 satisfying customers beyond their expectations.
Among the factors evaluated in table 6.13, it is seen that the bankers have rated the factor, 'meeting the promises made to the customers', at the lowest compared to the other factors and its scores are almost half of the maximum total scores. Though the rest of the complaint management practices have been rated well, the above fact shows that the bank’s proactive practices are not as efficient as its reactive complaint management practices are.

**g. Efficiency of the Other Practices in Lengthening Customer Relationships:**

The following factors were evaluated in finding the efficiency of other practices: Efficiency of the practice of L7.1 customer care Vs. cost reduction; L7.2 predicting customer needs prior to sales attempts; L7.3 Providing an appealing physical set up; L7.4 providing easy complaining procedures to customers; L7.5 Delivering to promises made; L7.6 Educating customers regarding bank and its products. These are evaluated keeping in mind the other practices gauged from the customers’ perspective.

**Table 6.14 Analysis of the Efficiency of Other Practices of the Bank in Lengthening Customer Relationships (Bankers’ Perspective)**

<table>
<thead>
<tr>
<th>Statistic</th>
<th>No. of responses</th>
<th>Mean</th>
<th>Sum</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Max.</td>
<td>Actual</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>L7.1</td>
<td>90</td>
<td>3.14</td>
<td>450</td>
<td>283</td>
</tr>
<tr>
<td>L7.2</td>
<td>91</td>
<td>3.45</td>
<td>455</td>
<td>314</td>
</tr>
<tr>
<td>L7.3</td>
<td>89</td>
<td>3.69</td>
<td>445</td>
<td>328</td>
</tr>
<tr>
<td>L7.4</td>
<td>89</td>
<td>3.85</td>
<td>445</td>
<td>325</td>
</tr>
<tr>
<td>L7.5</td>
<td>88</td>
<td>2.55</td>
<td>440</td>
<td>224</td>
</tr>
<tr>
<td>L7.6</td>
<td>90</td>
<td>3.66</td>
<td>450</td>
<td>329</td>
</tr>
<tr>
<td><strong>Aggregate Values</strong></td>
<td></td>
<td>3.36</td>
<td>2685</td>
<td>1803</td>
</tr>
</tbody>
</table>

Source: Field survey

Among the practices evaluate under table 6.14, delivering to the promise made (without over promising) scores very low and has the lowest measure of central tendency. They also display more variation in the opinions as can be seen from the statistic on percentiles. Among other practices, Customer care (L7.1) and their need prediction (L7.2) score moderately and the remaining practices are opined to be ‘substantially’ efficient by the bankers. The physical set up scores the best.

For the purpose of testing the efficiency of CRM practices of the bank in lengthening relationships from the bankers' perspective, the following hypothesis was formulated:

H₀: Customer Relationship Management Practices (CRM) of Corporation Bank are efficient in lengthening relationships with customers (i.e., in creating loyal customers).

H₁: Customer Relationship Management Practices (CRM) of Corporation Bank are not efficient in lengthening relationships with customers (i.e., in creating loyal customers).

The hypothesis was tested using the 'z' test for mean. The values obtained are presented in Table 6.15.

Table 6.15 Efficiency of CRM Practices in Lengthening Customer Relationships (Bankers' perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>n</th>
<th>Df</th>
<th>z</th>
<th>Sig. 2 tailed</th>
<th>Mean difference</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>61</td>
<td>60</td>
<td>-9.188</td>
<td>0.000</td>
<td>-0.50443</td>
<td>3.4956</td>
<td>.42878</td>
</tr>
</tbody>
</table>

Source: Worked out from the data from tables 6.4 to 6.14, excluding table 6.6

From Table 6.15 it is observed that the 'z' value is significant at 5% level of significance and hence, mean efficiency is not equal to four. Further, a one-tailed 'z' test was applied to know whether the mean efficiency is greater than or less than four which revealed that the mean efficiency was less than four. So it is concluded that the Customer Relationship Management Practices (CRM) of Corporation Bank are not efficient at lengthening its relationships with customers (i.e., in creating loyal customers) according to the bankers' perspective. Thus the null hypothesis was rejected and alternate hypothesis accepted at 5% level of significance.

6.2.3 CRM Practices of Corporation Bank in Deepening Customer Relationships (Bankers’ Perspective):

Two groups of practices are evaluated to find the efficiency of practices in deepening Customer relationships. They are 1. Segmentation practices. 2. Channel Management Strategy and other practices. The data on these are presented below:
a. Efficiency of Segmentation Practices of the Bank in Deepening Customer Relationships:

The factors evaluated under this parameter as presented in table 6.16 are: Efficiency of practices with regard to D1.1 predicting customer needs; D1.2 storing and evaluating Customer and other related data; D1.3 losing unprofitable customers; D1.4 segmentation practice D1.5 gaining more business from customers; D1.6 knowing the service needs of customers; D1.7 knowing banking needs of customers; D1.8 assigning right costs to customers; D1.9 analysing the value of customer segments; D1.10 identifying and evaluating the profitability of customers.

Table 6.16 Analysis of the Efficiency of Segmentation Practice of the Bank in Deepening Customer Relationships (Bankers’ Perspective)

<table>
<thead>
<tr>
<th></th>
<th>Statistic</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Scores</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strategy</td>
<td>Max. Actual</td>
<td></td>
<td>25 50 75</td>
<td></td>
</tr>
<tr>
<td>D1.1</td>
<td>91</td>
<td>3.45</td>
<td>455</td>
<td>314</td>
<td>3.00 3.00 4.00</td>
</tr>
<tr>
<td>D1.2</td>
<td>87</td>
<td>3.18</td>
<td>435</td>
<td>277</td>
<td>2.00 3.00 4.00</td>
</tr>
<tr>
<td>D1.3</td>
<td>90</td>
<td>2.44</td>
<td>450</td>
<td>220</td>
<td>1.00 2.00 3.00</td>
</tr>
<tr>
<td>D1.4</td>
<td>90</td>
<td>2.84</td>
<td>450</td>
<td>256</td>
<td>2.00 3.00 4.00</td>
</tr>
<tr>
<td>D1.5</td>
<td>92</td>
<td>4.02</td>
<td>460</td>
<td>370</td>
<td>4.00 4.00 4.75</td>
</tr>
<tr>
<td>D1.6</td>
<td>93</td>
<td>3.83</td>
<td>465</td>
<td>356</td>
<td>3.00 4.00 4.00</td>
</tr>
<tr>
<td>D1.7</td>
<td>92</td>
<td>3.99</td>
<td>460</td>
<td>367</td>
<td>3.00 4.00 5.00</td>
</tr>
<tr>
<td>D1.8</td>
<td>89</td>
<td>3.45</td>
<td>445</td>
<td>307</td>
<td>3.00 4.00 4.00</td>
</tr>
<tr>
<td>D1.9</td>
<td>91</td>
<td>3.77</td>
<td>455</td>
<td>343</td>
<td>3.00 4.00 4.00</td>
</tr>
<tr>
<td>D1.10</td>
<td>90</td>
<td>3.58</td>
<td>450</td>
<td>322</td>
<td>3.00 4.00 4.00</td>
</tr>
<tr>
<td></td>
<td>Aggregate Values</td>
<td>3.46</td>
<td>4525</td>
<td>3132</td>
<td>Proportion=.6922</td>
</tr>
</tbody>
</table>

Source: Field survey

Table 6.16 shows that the data management and evaluation practices in deepening relationships (D1.1, D1.2 and D1.4) are rated with a moderate score, and the data storage factor (D1.3) has been rated a very low score of least efficiency by at least 25% of the respondents and at the most ‘moderately’ efficient by a minimum of 75% of the respondents. Knowing the needs of customers (D1.7) has been given the best score by at least 25% respondents. All the other segmentation practices are rated to be substantially efficient with very less variation in opinions especially in the case of the factor, ‘gaining more business from customers’ (D1.5).
b. Efficiency of Channel Management and Other Practices of the Bank in Deepening Customer Relationships:

The following factors are assessed under this parameter and summary data is presented in table 6.17: Efficiency with regard to D2.1 optimisation of customer interaction channel; D2.2 employee-ability to migrate customers to new channels; D2.3 Bank’s target marketing efforts; D2.4 staff ability in cross-selling bank’s products.

Table 6.17 Analysis of Efficiency of Channel Management and Other Practices of the Bank in Deepening Customer Relationships. (Bankers’ Perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Total responses</th>
<th>Mean</th>
<th>Total Score</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Max.</td>
<td>Actual</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>D2.1</td>
<td>90</td>
<td>3.19</td>
<td>450</td>
<td>287</td>
</tr>
<tr>
<td>D2.2</td>
<td>93</td>
<td>4.14</td>
<td>465</td>
<td>385</td>
</tr>
<tr>
<td>D2.3</td>
<td>89</td>
<td>3.13</td>
<td>445</td>
<td>279</td>
</tr>
<tr>
<td>D2.4</td>
<td>94</td>
<td>4.40</td>
<td>470</td>
<td>414</td>
</tr>
</tbody>
</table>

Aggregate Values 3.72 1830 1365  

Source: Field survey

In Table 6.17 it is seen that the factors relating to employee efforts (D2.2 & D2.4) are rated to be ‘substantially’ and ‘highly’ efficient whereas the other two concerning technology (D2.1 and D2.3) are rated to be ‘moderately’ efficient.


For the purpose of testing the efficiency of CRM practices of the bank in deepening relationships from the bankers’ perspective, the following hypothesis was formulated:

\[ H_0: \text{Customer Relationship Management Practices (CRM) of Corporation Bank are efficient in deepening relationships with customers (i.e., in creating loyal customers).} \]

\[ H_1: \text{The Customer Relationship Management Practices (CRM) of Corporation Bank are not efficient in deepening relationships with customers (i.e., in creating loyal customers).} \]

The hypothesis was tested using the ‘t’ test for mean and the results are presented in table 6.18.
Table 6.18 Efficiency of CRM Practice of the Bank in Deepening Customer Relationships (Bankers’ perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>N</th>
<th>df</th>
<th>t</th>
<th>Sig. 2 tailed</th>
<th>Mean difference</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>14</td>
<td>13</td>
<td>-3.255</td>
<td>.006</td>
<td>-.47071</td>
<td>3.5293</td>
<td>.54107</td>
</tr>
</tbody>
</table>

Source: Worked out from the data from tables 6.16 to 6.17

From table 6.18 it is observed that ‘t’ value is significant at 5% level of significance and hence, mean efficiency is not equal to four. Further a one tailed ‘t’ test revealed that the mean efficiency was less than four. So it is concluded that the Customer Relationship Management Practices (CRM) of Corporation Bank are not efficient in deepening its relationships with customers (i.e., in obtaining more business from existing customers) from the bankers’ perspective. Thus the null hypothesis is rejected and alternate hypothesis accepted at 5% level of significance.

6.2.4 The Competitive Strategy of the Bank:

a. Efficiency of the Competitive Strategy of the Bank:

One of the main aims of CRM is to counter the competitive pressures. In this regard an organization may adopt a number of ways and means by which it would try to excel over the competing organization with a view of widen, lengthen and deepen their relationship with customers. The relevant competitive practices have been separately evaluated under the previous three sections.

Table 6.19 Analysis of the Efficiency of Competitive Strategy of the Bank in Managing Customer Relationships (Bankers’ Perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Mean</th>
<th>Total Score</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total responses</td>
<td>Max.</td>
<td>Actual</td>
<td>25</td>
</tr>
<tr>
<td>C1</td>
<td>92</td>
<td>3.82</td>
<td>460</td>
</tr>
<tr>
<td>C2</td>
<td>92</td>
<td>3.95</td>
<td>460</td>
</tr>
<tr>
<td>C3</td>
<td>90</td>
<td>3.96</td>
<td>450</td>
</tr>
<tr>
<td>C4</td>
<td>92</td>
<td>3.95</td>
<td>460</td>
</tr>
<tr>
<td>C5</td>
<td>91</td>
<td>4.15</td>
<td>455</td>
</tr>
<tr>
<td>C6</td>
<td>90</td>
<td>3.67</td>
<td>450</td>
</tr>
<tr>
<td>C7</td>
<td>92</td>
<td>3.96</td>
<td>460</td>
</tr>
<tr>
<td>C8</td>
<td>91</td>
<td>3.85</td>
<td>455</td>
</tr>
<tr>
<td>C9</td>
<td>92</td>
<td>3.98</td>
<td>460</td>
</tr>
<tr>
<td>C10</td>
<td>91</td>
<td>3.77</td>
<td>455</td>
</tr>
<tr>
<td>C11</td>
<td>92</td>
<td>3.84</td>
<td>460</td>
</tr>
<tr>
<td>C12</td>
<td>89</td>
<td>4.46</td>
<td>445</td>
</tr>
<tr>
<td>Aggregate Values</td>
<td>3.95</td>
<td>5470</td>
<td>4314</td>
</tr>
</tbody>
</table>

Source: Field survey
This section presents these strategies in a single profile in table 6.19, with a view to describe their efficiency as a whole. The practices evaluated are: Superiority of the bank with regard to its C1 Effectively targeted advertisement effort C2 Adoption of customer friendly strategies C3 Adoption of customer friendly technology; C4 Range of products offered to suit public needs; C5 Image and reputation; C6 Physical set up and location; C7 Ability to retain existing customers; C8 Speed and efficiency of complaint handling; C9 Customer satisfaction; C10 Acquisition of new customers; C11 Getting more business from existing customers; C12 Overall position of the bank at the national level compared to the best.

Table 6.19 shows that overall the competitive strategies are rated to be 'substantially' efficient with not much variation in opinions regarding majority factors listed. Three factors, C4, C7 and C9 have been rated to be 'substantially' efficient by almost 75% respondents. With regard to the competitive position at the national level the bank has been rated as one among the 'best' banks in India by at least 50% of the respondents.

b. Testing the hypothesis relating to the efficiency of Competitive Practices of the Bank (Bankers' perspective).

For the purpose of testing the efficiency of competitive practices of the bank from the bankers' perspective, the following hypothesis was formulated and tested.

H₀: The competitive strategy of the bank is efficient.
H₁: The competitive strategy of the bank is not efficient.

The hypothesis was tested using 't' test of mean. The results are shown in table 6.20:

Table 6.20 Efficiency of Competitive Strategy of Corporation Bank (Bankers' Perspective)

<table>
<thead>
<tr>
<th>Statistic</th>
<th>n</th>
<th>df</th>
<th>t</th>
<th>Sig. 2 tailed</th>
<th>Mean difference</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>12</td>
<td>11</td>
<td>-0.913</td>
<td>.381</td>
<td>.05333</td>
<td>3.9467</td>
<td>.20245</td>
</tr>
</tbody>
</table>

Source: Worked out from the data from table 6.19

From table 6.20 it is observed that the 't' value is not significant at 5% level of significance. Since mean efficiency is equal to four it is concluded that the
competitive strategy of Corporation Bank is efficient from the bankers’ perspective. Thus the null hypothesis is accepted at 5% level of significance.

6.3 EVALUATION OF OTHER FACTORS THAT ENSURE SUCCESSFUL CRM IMPLEMENTATION:

Since the purpose of this study is to evaluate the efficiency of the CRM practices with a view to suggest a model for CRM implementation, a few factors which ensure successful CRM implementation were evaluated. They are:

A major success/failure factor in CRM implementation is the employee’ orientation towards CRM implementation, as seen from the theoretical framework presented in Chapter III. Accordingly, an attempt was made to gauge the bankers’ orientation towards CRM adoption. These are presented in section 6.3.1. Any kind of new adaptation, whether technological or otherwise, entails the evaluation of constraints in its way. Accordingly bankers’ perspective on constraints in optimizing customer relationships was evaluated and has been presented in section 6.3.2. Theoretical survey also points to the fact that employees need to be knowledgeable on the various strategies involved in CRM. Accordingly an attempt was made to evaluate the bankers’ knowledge of the strategies as well as the concepts and the technological aspects with regard to CRM. The data on the knowledge of the employees is presented in section 6.3.3.

6.3.1 Bankers’ Orientation towards CRM Adoption

Bankers’ orientation towards CRM adoption is an important factor to be taken into consideration before any management takes steps towards implementation. Therefore a question was asked to gauge the bankers’ orientation. The response of the bankers are presented in table 6.21.

Table 6.21 Bankers’ Orientation Towards Adoption of CRM Solution

<table>
<thead>
<tr>
<th>Question</th>
<th>Opinion</th>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Should the bank implement CRM Technology?</td>
<td>No Comment</td>
<td>22</td>
<td>23.4</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>70</td>
<td>74.5</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>2</td>
<td>2.1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>94</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field survey
Table 6.21 clearly shows that the employees of the bank are very favourably orientated towards the implementation of CRM tools. Three-fourths of the respondents have given a favourable response. 23% have reserved their responses and a mere 2% have opined unfavourably towards its implementation. The above data is depicted in pie-chart 6.1:

![Pie chart showing the distribution of responses to CRM software implementation](chart_6_1)

6.4.2 Constraints Foreseen in Optimizing Customer Relationships:

Whenever CRM implementation is thought of, it is very important to know the constraints that are present or are likely to be faced, for this would enable the organization to plan in advance to overcome these hurdles. The constraints evaluated in this regard are presented in this section under four heads. 1. External Constraints; 2. Management constraints; 3. Technical and Financial constraints; 4. Employee constraints. The first among them is external to the bank and is not within the control of the bank. Any CRM strategy should be planned to accommodate such constraints, whereas the other three constraints are internal to the bank and are within the purview of the bank for a change, modification or enhancement. The feedback from the pilot study clearly pointed to the likelihood of biased opinions due to the sensitivity of the issues involved, the undercurrents of fear of retribution and the likely lack of knowledge of matters involved in CRM. In order to take care of this fact a ‘no comment’ option was made available to the respondents. The following pages present the data on the constraints.
1. External Constraints for CRM Optimisation:

The bankers’ perspective on the external constraints has been presented in table 6.22 and chart 6.2.

Table 6.22 Bankers’ Perspective on External Constraints for CRM Optimisation

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Constraint</th>
<th>No. of responses</th>
<th>Rank allotted to the constraint</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Location and physical set up of the Branch</td>
<td>94 (100)</td>
<td>Rank 1: 32 (34)</td>
</tr>
<tr>
<td>2</td>
<td>Physical Facilities provided at the branch</td>
<td>94 (100)</td>
<td>Rank 1: 20 (21)</td>
</tr>
<tr>
<td>3</td>
<td>Limited space at the branch premised</td>
<td>94 (100)</td>
<td>Rank 1: 22 (24)</td>
</tr>
<tr>
<td>5</td>
<td>RBI Norms do not permit optimum customer care</td>
<td>94 (100)</td>
<td>Rank 1: 19 (20)</td>
</tr>
<tr>
<td>6</td>
<td>Banking Regulations do not permit optimum customer care</td>
<td>94 (100)</td>
<td>Rank 1: 17 (18)</td>
</tr>
<tr>
<td>7</td>
<td>Being in the Public Sector does not permit optimum customer care</td>
<td>94 (100)</td>
<td>Rank 1: 13 (14)</td>
</tr>
</tbody>
</table>

Source: Field survey
Note: Figures in brackets are percentage to total responses rounded off

Table 6.22 and Chart 6.2 depict that among the external constraints, Location and Physical set up of the branches of the bank are considered to be the most prominent ones since 34% respondents have ranked it as the highest constraint. The respondents consider that being in the public sector does not pose much of a constraint as the least number have given it the highest rank. Another important aspect to be noted with regard to the constraints is that a large sample has chosen a ‘no-comment’ option and this number is the highest for the constraint ‘Physical facilities provided at the branch’ (almost 58%) and secondly for ‘Banking regulations do not permit optimum customer care (almost 56%). On an average the parameter evoked a 43% no-comment response. Oral discussions revealed that respondents’ lack of knowledge as well as interest regarding external constraints was the major cause of selecting this choice.
2. Management Constraints in optimizing Customer Relationships:

The data on the Management constraints are presented in table 6.23 and Chart 6.3.

Table 6.23 Management Constraints for CRM Optimisation

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Constraint</th>
<th>No. of responses</th>
<th>Employee rank for the constraint</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rank I</td>
</tr>
<tr>
<td>1</td>
<td>Policies and procedures that make personnel powerless to solve customer problems</td>
<td>94 (100)</td>
<td>32 (34)</td>
</tr>
<tr>
<td>2</td>
<td>Job Specialisation</td>
<td>94 (100)</td>
<td>7 (7)</td>
</tr>
<tr>
<td>3</td>
<td>Lack of Co-ordination among departments and service personnel</td>
<td>94 (100)</td>
<td>16 (17)</td>
</tr>
<tr>
<td>4</td>
<td>Focus on solving than preventing problems</td>
<td>94 (100)</td>
<td>19 (20)</td>
</tr>
<tr>
<td>5</td>
<td>Lack of training in customer care to service personnel</td>
<td>94 (100)</td>
<td>25 (27)</td>
</tr>
<tr>
<td>6</td>
<td>Setting of unreasonable and unachievable targets</td>
<td>94 (100)</td>
<td>10 (11)</td>
</tr>
<tr>
<td>7</td>
<td>Favouritism in Management Circlels</td>
<td>94 (100)</td>
<td>11 (12)</td>
</tr>
</tbody>
</table>

Source: Field survey
Note: Figures in brackets are percentage to total responses rounded off
Table 6.23 and Chart 6.3 show that ‘Policies and procedure that make personnel powerless to solve customer problems’ has received the highest rank as around 34% have opined it to be highest constraint, the second in line being ‘Lack of training in customer care to service personnel’ and ‘Lack of co-ordination among departments and service personnel’. ‘Job Specialisation’ is seen as the least constraints and close on its heels is ‘Favouritism in Management circles’.

3. Technological and Financial Constraints:

Table 6.24 Technology and Financial Constraints in CRM Optimisation

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Constraint</th>
<th>No. of responses</th>
<th>Employee rank for the constraint</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rank 1</td>
</tr>
<tr>
<td>1</td>
<td>High cost of CRM software and consultancy charges may not be affordable for the bank</td>
<td>94 (100)</td>
<td>17 (18)</td>
</tr>
<tr>
<td>2</td>
<td>Lack of awareness of the benefits of CRM</td>
<td>94 (100)</td>
<td>21 (22)</td>
</tr>
<tr>
<td>3</td>
<td>Bank has very limited funds</td>
<td>94 (100)</td>
<td>4 (4)</td>
</tr>
<tr>
<td>4</td>
<td>No technology experts to manage CRM implementation</td>
<td>94 (100)</td>
<td>21 (22)</td>
</tr>
<tr>
<td>5</td>
<td>Poor Information technology infrastructure of the bank</td>
<td>94 (100)</td>
<td>9 (9.5)</td>
</tr>
</tbody>
</table>

Source: Field survey
Note: Figures in brackets are percentage to total responses rounded off
Table 6.24 and Chart 6.4 depict the Technological constraints in CRM adoption. Compared to table 6.22, the average ‘no comment’ response for this parameter is at a lower level at 31.5%. However the constraint ‘Favouritism in management circles’, has evoked a 42% no comment answers. Among the reason mentioned in the introduction, oral discussions revealed fear of retribution to be the main cause for selecting the ‘no comment’ choice under the parameter.

**Chart 6.4 Technology and Financial Constraints for CRM Optimisation**

Lack of awareness of the benefits of CRM’ is the highest constraint closely followed by ‘no technology experts to manage CRM implementation’. But very few find the ‘limited funds’ of the bank as a major constraint which also has the highest ‘no comment’ response. On the whole the average ‘no comment’ response rate is higher under this parameter at 46% as in case of ‘External constraints’. Among other reasons, respondents’ lack of knowledge of CRM and financial aptitude of the bank was found to be the cause of this choice.

4. Employee Constraints:

As noted earlier, employee-role as a facilitator of relationships is a major one and any obstacles in the way of optimization of relationships have to be viewed seriously and steps taken to overcome them. Table 6.25 and Chart 6.5 highlight the employee constraints in CRM optimization.
Table 6.25 Employee Constraints in Optimising Customer Relationships

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Constraint</th>
<th>No. of responses</th>
<th>Employee rank for the constraint</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fear of change due to CRM implementation</td>
<td>94 (100)</td>
<td>Rank I 16 (17) 14 (15) 25 (27) 39 (41)</td>
</tr>
<tr>
<td>2</td>
<td>Fear of extra workload due to CRM implementation</td>
<td>94 (100)</td>
<td>Rank I 12 (13) 15 (16) 32 (34) 35 (37)</td>
</tr>
<tr>
<td>3</td>
<td>Lack of knowledge of CRM concepts and technology</td>
<td>94 (100)</td>
<td>Rank I 27 (29) 12 (13) 28 (30) 27 (29)</td>
</tr>
<tr>
<td>4</td>
<td>Unenthusiastic attitude of the employees</td>
<td>94 (100)</td>
<td>Rank I 17 (18) 15 (16) 28 (30) 34 (36)</td>
</tr>
<tr>
<td>5</td>
<td>Very low creative problem solving abilities of the staff</td>
<td>94 (100)</td>
<td>Rank I 12 (13) 19 (20) 28 (30) 35 (37)</td>
</tr>
<tr>
<td>6</td>
<td>Lack of time to give enough care to customers</td>
<td>94 (100)</td>
<td>Rank I 15 (16) 17 (18) 30 (32) 32 (34)</td>
</tr>
<tr>
<td>7</td>
<td>Insufficient staff to handle the work</td>
<td>94 (100)</td>
<td>Rank I 26 (28) 19 (20) 24 (25.5) 25 (26.5)</td>
</tr>
</tbody>
</table>

Source: Field survey
Note: Figures in brackets are percentage to total responses rounded off

Chart 6.5 Employee Constraints for CRM Optimisation

The table 6.25 depicts that the ‘lack of knowledge of CRM concepts and technology’ followed by ‘insufficient staff to handle work’ as two major constraints faced by employees in optimizing relationships with customers, with the latter also having the least ‘no comment’ response. ‘Fear of extra workload’ and ‘low creative
problem solving abilities' are least constraints. Here again it is seen that there is lower average 'no comment' response at 34%.

The main reason for the 'no comment' answers is obvious, as many reserved their opinion on matters pertaining to the category representing self. Though the constraint 'Fear of extra workload' was one that figured out prominently during the oral investigation, it has been given the least rank by the bankers. The last two points among these have been evaluated even from the customers' point of view and they do not evoke similar responses as the bankers.

6.3.3 BANKERS' KNOWLEDGE OF CRM:

Bankers' knowledge of CRM is considered to be an important factor for CRM success, as seen in Chapter III. Accordingly an attempt has been made to gauge the knowledge of the bankers on CRM strategies, concepts and technology. This section presents the data with regard to this in three parts i.e., Bankers' Knowledge of the strategies, Bankers' knowledge of the concepts, Bankers' knowledge of CRM technology. In this regard it is important to know that CRM is a novel concept especially to the Indian scene in general and the PSBs in particular which is likely to present a vast gap in the knowledge of the philosophy and concepts, and especially on matters relating to technology. This part of the study aims to present the level of knowledge of the staff regarding CRM, with a view to suggest the kind of knowledge base that has to be provided to the staff in the event of CRM implementation.

1. Bankers' knowledge of CRM Strategies:

Generally a modern-day banker may have some knowledge of the CRM strategies due to the work experience gained over the years but their importance in a CRM setting may not be known if they have not worked according to the philosophy of CRM. Accordingly questions were presented to the bankers to gauge their knowledge of the various CRM strategies. The knowledge of the strategies was evaluated by presenting a set of strategies to which the respondents were asked to choose answers on a nominal scale as to whether they considered the strategy to be 'essential', 'useful', 'unimportant', 'incorrect' under CRM, with an additional option 'don't know' to represent total lack knowledge of that concept of CRM.
The data compiled on these strategies are presented in table 6.26 in the order found in the questionnaire. However, Charts 6.6, 6.7 and 6.8 depict the banker-knowledge of these strategies as per the function of the strategy. Chart 6.6 gives the picture of the bankers’ knowledge on the general CRM strategies, whereas 6.7 describe the data storage and evaluation strategies and 6.8 describe their knowledge of other CRM technology-related strategies.

From the table 6.26 and line-Chart 6.6 it can be seen that there is a clear gap in the knowledge of the bankers on general CRM strategies. The percentage of correct answers to the incorrect answers is wide. However, when it comes to ‘customer education’ and ‘Bankers’ job satisfaction’, there are more correct answers than the incorrect ones. Widest gap in knowledge is seen with regard to the ‘banker job specialisation’ where only 4.4% of the respondents have chosen the right option to say that it is an incorrect strategy and 95.6% respondents choosing other options. Further pressurizing employees to achieve results is not considered to be a right strategy under CRM as motivating and training them instead, is considered to be the right strategy in achieving results as it results in employee job satisfaction and a better performance by staff in reflecting a better face of the organization to the customers. It is seen that the gap in correct Vs incorrect answers is the second widest regarding this strategy where only 17% of the respondents have given the right answer to say that the strategy is an incorrect one.

A look at Charts 6.7 and 6.8, which depict the knowledge of bankers on Data Storage and Evaluation Strategies as well as other CRM Technology-related strategies, shows that correct answers on the first strategy ‘customer care Vs cost reduction’ exceed the incorrect ones by about 3%. Every other strategy shows that the incorrect answers are at a higher percentage than the correct ones. Overall gap of correct Vs incorrect answers is wider in these charts than in Chart 6.6. The widest gap is found with regard to the correct and incorrect answers on ‘losing unprofitable customers’ which is actually a very important strategy according to CRM whereby through analysis of the data available on the customer, an organization considers it important to lose unprofitable and undesirable customers as they would be a burden on the organization’s resources.
Table 6.26 Bankers’ Knowledge of Strategies

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Scale</th>
<th>Essential</th>
<th>Useful</th>
<th>Unimportant</th>
<th>Incorrect</th>
<th>Don’t know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cost Reduction even at Customer Care</td>
<td></td>
<td>23</td>
<td>22</td>
<td>9</td>
<td>26</td>
<td>(28)</td>
<td>14</td>
</tr>
<tr>
<td>2. Pressurising Employees to achieve Targets</td>
<td></td>
<td>8</td>
<td>37</td>
<td>14</td>
<td>15</td>
<td>(16)</td>
<td>20</td>
</tr>
<tr>
<td>3. Predicting Customer Needs</td>
<td></td>
<td>48</td>
<td>24</td>
<td>4</td>
<td>6</td>
<td>12</td>
<td>94</td>
</tr>
<tr>
<td>4. Losing Unprofitable Customers</td>
<td></td>
<td>20 (21)</td>
<td>19</td>
<td>10</td>
<td>23</td>
<td>22</td>
<td>94</td>
</tr>
<tr>
<td>5. Providing an appealing Physical set up</td>
<td></td>
<td>46</td>
<td>25 (27)</td>
<td>2</td>
<td>1</td>
<td>20</td>
<td>94</td>
</tr>
<tr>
<td>6. Providing Easy complaint procedures</td>
<td></td>
<td>39 (41)</td>
<td>39</td>
<td>2</td>
<td>0</td>
<td>14</td>
<td>94</td>
</tr>
<tr>
<td>7. Promising more than what can be delivered</td>
<td></td>
<td>3</td>
<td>17</td>
<td>9</td>
<td>44</td>
<td>(47)</td>
<td>21</td>
</tr>
<tr>
<td>8. Providing necessary tools to employees</td>
<td></td>
<td>45</td>
<td>30 (32)</td>
<td>9</td>
<td>0</td>
<td>10</td>
<td>94</td>
</tr>
<tr>
<td>9. Storage and Evaluation of Customer Data</td>
<td></td>
<td>35 (37)</td>
<td>38</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>10. Customer Profiling</td>
<td></td>
<td>40 (42.5)</td>
<td>31</td>
<td>3</td>
<td>2</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>11. Targetting customers on a one-to-one basis</td>
<td></td>
<td>34 (36)</td>
<td>39</td>
<td>4</td>
<td>0</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>12. Quick and Automated Report Generation</td>
<td></td>
<td>56</td>
<td>28 (30)</td>
<td>1</td>
<td>0</td>
<td>9</td>
<td>94</td>
</tr>
<tr>
<td>13. Customer Segmentation</td>
<td></td>
<td>23 (24.5)</td>
<td>36</td>
<td>7</td>
<td>4</td>
<td>24</td>
<td>94</td>
</tr>
<tr>
<td>14. Customer Education</td>
<td></td>
<td>51 (54)</td>
<td>30</td>
<td>1</td>
<td>0</td>
<td>12</td>
<td>94</td>
</tr>
<tr>
<td>15. Employee Job satisfaction</td>
<td></td>
<td>67 (71)</td>
<td>7</td>
<td>1</td>
<td>3</td>
<td>16</td>
<td>94</td>
</tr>
<tr>
<td>16. Employee Job Specialization</td>
<td></td>
<td>41</td>
<td>33</td>
<td>2</td>
<td>3 (3)</td>
<td>15</td>
<td>94</td>
</tr>
<tr>
<td>17. Implementing CRM Software</td>
<td></td>
<td>34</td>
<td>40 (42.5)</td>
<td>2</td>
<td>0</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>18. Optimisation of Customer Interaction Channels</td>
<td></td>
<td>29 (31)</td>
<td>43</td>
<td>3</td>
<td>3 (3)</td>
<td>16</td>
<td>94</td>
</tr>
<tr>
<td>19. Involvement of the bank in Social Service activities</td>
<td></td>
<td>33</td>
<td>39 (41.5)</td>
<td>1</td>
<td>1</td>
<td>20</td>
<td>94</td>
</tr>
</tbody>
</table>

Source: Field survey
Note: Figures highlighted are the number of correct responses and those given in brackets are percentage of correct responses to the total responses rounded off.
Chart 6.6 Employee Knowledge of CRM Strategies - General

Chart 6.7 Knowledge of CRM Strategies - Data Storage and Evaluation
The crux of CRM lies in segmentation of customers and the second widest gap in correct Vs incorrect answers is found regarding it. (23 correct answers and 71 incorrect answers), which shows that the bankers lack knowledge on the importance of the segmentation strategy.

Chart 6.8 Knowledge of Other Technological CRM Strategies

2. Bankers knowledge of the concepts of CRM:

Compared to strategies, there is likelihood that the bankers may have less knowledge on CRM concepts as only those who are well acquainted with CRM can be well-knowledgeable of them. When it comes to banking, most of the CRM concepts are often used in common banking vocabulary in modern days. However, the basis here would be to know the ‘extent of knowledge’ that bankers have of these concepts. Accordingly the scale used was to evaluate whether their knowledge of the concept was ‘thorough’, ‘fair’, ‘average’, ‘poor’ or ‘no knowledge’. The table 6.27 and Charts 6.9 and 6.10 present the extent of knowledge of the bankers on eleven important and basic concepts of CRM in two charts (The data is presented in two charts mainly for the purpose of a clearer presentation.)
<table>
<thead>
<tr>
<th>Concept</th>
<th>Scale</th>
<th>Thorough</th>
<th>Fair</th>
<th>Average</th>
<th>Poor</th>
<th>None</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Wallet Share</td>
<td></td>
<td>3 (4)</td>
<td>24 (25)</td>
<td>27 (29)</td>
<td>17 (18)</td>
<td>23 (24)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Customer Life-time Value</td>
<td></td>
<td>4 (4)</td>
<td>29 (31)</td>
<td>27 (29)</td>
<td>13 (14)</td>
<td>21 (22)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>High networth customers</td>
<td></td>
<td>24 (25)</td>
<td>36 (38)</td>
<td>20 (21)</td>
<td>3 (3)</td>
<td>11 (12)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Data Warehousing</td>
<td></td>
<td>10 (11)</td>
<td>17 (18)</td>
<td>25 (27)</td>
<td>16 (17)</td>
<td>26 (28)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Data Mining</td>
<td></td>
<td>4 (4)</td>
<td>12 (13)</td>
<td>32 (34)</td>
<td>16 (17)</td>
<td>30 (32)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Customer Scoring</td>
<td></td>
<td>4 (4)</td>
<td>24 (25)</td>
<td>29 (31)</td>
<td>16 (17)</td>
<td>21 (22)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Sales Force Automation</td>
<td></td>
<td>5 (5)</td>
<td>17 (18)</td>
<td>27 (29)</td>
<td>15 (16)</td>
<td>30 (32)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Call Centre/Outsourcing</td>
<td></td>
<td>5 (5)</td>
<td>12 (13)</td>
<td>33 (35)</td>
<td>18 (19)</td>
<td>26 (28)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Product Customisation</td>
<td></td>
<td>5 (5)</td>
<td>25 (27)</td>
<td>31 (33)</td>
<td>13 (14)</td>
<td>20 (21)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Channel Mgt</td>
<td></td>
<td>3 (3)</td>
<td>23 (24)</td>
<td>34 (36)</td>
<td>11 (12)</td>
<td>23 (24)</td>
<td>94 (100)</td>
</tr>
<tr>
<td>Customer Portfolio Mgt.</td>
<td></td>
<td>10 (11)</td>
<td>23 (24)</td>
<td>35 (37)</td>
<td>11 (12)</td>
<td>15 (16)</td>
<td>94 (100)</td>
</tr>
</tbody>
</table>

Source: Survey data
Figures in brackets are percentage to total responses rounded off
From the table 6.27 and the charts 6.9 and 6.10 it is clear that: among the concepts, the bankers have best knowledge of 'high-networth customers' as nearly 26% have a thorough knowledge of the concept and 40% have a fairly good
knowledge. But on most of the other concepts the level of knowledge is average. Knowledge of the bankers on the concept ‘customer-life-time-value’ is ‘fairly’ good.

3. Banker knowledge of CRM Technology:

A banker can be considered up-to-date on his knowledge of CRM when he is familiar with the technology and tools of CRM. Such employees can be even included in the team in charge of CRM implementation and thereafter its maintenance. Accordingly seven questions were used to gauge this knowledge. They were meant to evaluate the knowledge with regard to these CRM technology related questions by asking the respondents to choose the right answer on a nominal scale as to whether they considered the term given to be ‘the name of a CRM software package’, ‘the name of a CRM software company’, ‘a term used by a CRM software/tool’ and an option was also provided to choose ‘don’t know’ in case they did not possess the knowledge with regard to a question. The data collected in this regard is presented in table 6.28 and Chart 6.11.

Table 6.28 Bankers’ Knowledge of CRM Technology/Tools

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Scale</th>
<th>Name of Package</th>
<th>Software Company</th>
<th>Term used in CRM</th>
<th>Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP Oracle</td>
<td>9</td>
<td>21 (22)</td>
<td>6</td>
<td>58</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Finacle CRM</td>
<td>13 (14)</td>
<td>10</td>
<td>12</td>
<td>59</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>LOS</td>
<td>7</td>
<td>6</td>
<td>10 (11)</td>
<td>71</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Service Requests</td>
<td>4</td>
<td>5</td>
<td>15 (16)</td>
<td>70</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Analytical CRM</td>
<td>5 (5)</td>
<td>8</td>
<td>17</td>
<td>64</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Terra Data Warehouse</td>
<td>3 (3)</td>
<td>7</td>
<td>12</td>
<td>72</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>OLAP</td>
<td>8</td>
<td>6</td>
<td>15 (16)</td>
<td>65</td>
<td>94</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field survey  
Note: Figures in brackets are percentage to total responses rounded off

In the absence of CRM adoption and, due to the novelty of the concept to the PSB scene, it is important to keep in mind that those truly interested in CRM alone are likely to keep a tab on the factors presented under this parameter and the widest
gap in knowledge is most likely to be found under this parameter than the two presented previously. This factor is mainly evaluated with a view to know to what extent the bankers’ are interested in CRM.

Table 6.28 and Chart 6.11 place the bankers’ knowledge of CRM technology to be very low. But it is interesting to note that even in a non-CRM situation there are bankers who keep track of CRM technology aspects. For a non-CRM setting this set of questions posed are the toughest to answer as the knowledge on CRM technology matters are not given in any training session. They have to be obtained only through the personal effort and interest of the employees themselves. The chart is a clear sign that the team to be evolved at the time of CRM implementation would have good support from, though a few, knowledgeable employees who could even be made a part of such a team based on their orientation towards CRM implementation.

**CONCLUSION:** The banker perspective has been described and tested at length in eight sections using different statistical tools and tests. Two CRM practices (i.e., at widening, and competitive) have been rated to be efficient by the bankers and the
other two (i.e., lengthening and deepening) have been rated to be not efficient up to
the assumed level. Employee orientation for CRM implementation has been found to
be good. Further a number of constraints in CRM optimization have been identified.
The description of the knowledge of the bankers with regard to the strategies,
concepts and technology has found the employees wanting.

The demographic data on branches surveyed is given in Annexure I and on
banker-respondents is given in Annexure II. The Chapter VII presents the Customer
perspective of the CRM practices.