CHAPTER-V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The present study focuses on the aspects of the CRM implementation at the commercial banks as per the view of the employees of the commercial banks and the various outcomes of the CRM practices at the commercial banks as per the customers’ view. The confined objectives of the present study are: (i) to exhibit the profile of the samples employees of the commercial banks in Sivaganga district; (ii) to identify the stages of the CRM development and implementation at the commercial banks; (iii) to analyse the CRM systems and practices implemented at the commercial banks in Sivaganga district; (iv) to examine the perception of the CRM and its antecedents among the employees of the private and the public sector banks in Sivaganga district; (v) to analyse the impact of the CRM practices implemented at the commercial banks and the significant outcomes of the CRM; (vi) to identify the discriminant factors related to the various aspects of the CRM in the private and the public sector banks, and (vii) to evaluate the various benefits of the CRM at the commercial banks in Sivaganga district. In this respect collecting the opinions of the employees and customers of the bank branches in the Sivaganga District of Tamilnadu, South India was done initially by the researcher. The raw data collected in the form of opinions became the base for the research in the present thesis.
To collect the necessary data, the present study used the pre-tested questionnaires. Two separate questionnaires have been prepared to collect the data from the employees and the customers separately. In total, there are 83 public and 33 private sector bank branches are at Sivagangai district. From each branch, 5 employees and 5 customers have been selected for the present study. The employees and customers were identified with the help of the branch managers. The response rate among the employees is 66.54 per cent. Hence the 356 employees have been included for the present study. Since the response rate among the customers is only 30.47 per cent to the total 535 employees, the responded 163 customers have been included as the sample customers. Appropriate statistical tools were used to process the data and also for the fulfillment of the objectives of the study. The summary of the findings, conclusion and suggestions are given below.

5.1 Findings

The important gender among the employees is male. The important age groups of the employees are 35 to 45 years and 45 to 55 years. The age of the employees in the PUSBs is higher than the age of the employees in the PRSBs.

The dominant designations of the employees are cashier and manager which are common to both the PRSBs and the PUSBs. The important years of experience among the employees are 15 to 20 years and 10 to 15 years. The
year of experience among the employees in the PUSBs is greater than that among the employees in the PRSBs.

The important numbers of branches worked so far among the employees are 5 to 8 and 8 to 11 branches. The most important number of branches worked so far among the employees in the PRSBs is 2 to 5 branches whereas among the employees in the PUSBs, it is 5 to 8 branches. The dominant numbers of departments worked so far among the employees are 2 to 4 and less than two departments. The most important number of departments worked so far among the employees in the PRSBs is 2 to 4 whereas among the employees in the PUSBs, it is less than two.

The important monthly incomes among the employees are Rs.30000 to Rs.40000 and Rs.20000 to Rs.30000. The most important monthly income among the employees in the PRSBs is Rs.20000 to Rs.30000 whereas among the employees in the PUSBs, it is Rs.30000 to Rs.40000. The monthly income among the employees in the PUSBs is greater than the monthly income among the employees in the PRSBs.

The highly developed stages of the CRM among the employees in the PRSBs is enterprise-wide marketing strategy performance assessment and channel management whereas among the employees in the PUSBs, these are information management, building on service excellence and convenience.
Regarding the stages of the CRM development at the banks, the employees’ views in the PRSBs and the PUSBs have been noticed in 10 stages out of 14 stages.

The important stages in the CRM development at the commercial banks are identified by the Exploratory Factor Analysis. These are system development, application of the CRM tools, feedback and image building. The highly viewed stage among the employees in the PRSBs is system development whereas among the employees in the PUSBs, it is also the same. Regarding the employees view on the stages in the CRM development, the significant difference among the two groups of employees has been noticed in all the four important stages in the CRM development.

The highly viewed stages in ‘identification of customers’ among the employees in the PRSBs and the PUSBs are ability to identify users identity and privacy security system whereas in the case of ‘differentiating customers’ stage, these two are on-line community and data base management and mining systems. In the case of ‘interaction with customers’, the highly viewed stages among the employees in the PRSBs and the PUSBs are online transaction and size of community and frequency of activities. In the case of customize service for these two is the multiple CRM programmes.
Among the employees in the PRSBs, the highly viewed important stage in the CRM implementation is ‘identification of customers’ whereas among the employees in the PUSBs, it is customized service. Regarding the employees’ view on the important stages of CRM implementation at banks, the significant differences among the two groups of employees have been noticed in the cases of identification of customers, interaction with customers and customized service. The important discriminant stages of the CRM implementation at the PRSBs and the PUSBs are interaction with customers and identification of customers which are higher in the PRSBs than in the PUSBs.

The highly implemented CRM systems at the PRSBs are updating the service needs and integrating channels directly whereas in the PUSBs, these are consideration of customers benefits first and assisting customers to have financial services. Regarding the employees’ view on the implementation of the CRM systems, the significant difference among the two groups of banks have been identified in the case of 25 CRM systems out of 31 CRM systems which are included for the analysis.

The Exploratory Factor Analysis has identified four important CRM systems at the banks namely customer data management, contact channel management, information technology management and enterprise wide management. The highly viewed important CRM systems implemented at the
PRSBs are ‘contact channel management’ and ‘information technology management’ whereas in the PUSBs, these two are ‘customer data management’ and ‘enterprise-wise management’. Regarding the implementation of the CRM system, the significant differences among the PRSBs and the PUSBs have been identified in all the four CRM systems and also the overall implementation of the CRM systems at the banks. The important discriminant CRM systems among the PRSBs and the PUSBs are information technology management and customers data management.

The highly viewed CRM practices implemented at the PRSBs are ‘closed information circuit and CRM as a major part of the business strategy whereas in the PUSBs, these two are material and non-material incentives to the employees. Regarding the implementation of the CRM practices, the significant differences among the PRSBs and the PUSBs have been noticed in the case of 31 CRM practices out of 36 practices.

The important CRM practices identified by the factor analysis are information storage, information acquisition, information accessibility, employee training, information evaluation, management commitment, organizational structure, and CRM orientation and employee incentives. The highly viewed CRM practices implemented at the PRSBs are CRM orientation and employee incentives whereas in the PUSBs, these two are employee
incentives and employee training. Regarding the implementation of the CRM practices, the significant differences among the PRSBs and the PUSBs have been noticed in six CRM practices out of 9 practices. The overall implementation of the CRM practices is higher in the PRSBs than in the PUSBs. The important discriminant CRM practices among the PRSBs and the PUSBs are CRM orientation and management commitment.

The highly accepted CRM aspects among the employees in the PRSBs is ‘fuller acceptance of CRM at banks’ whereas among the employees in the PUSBs, it is also the same. The level of acceptance of the CRM among the employees in the PRSBs is higher than that of the PUSBs. Regarding the level of acceptance of the CRM, the significant differences among the two groups of banks have been noticed in all four variables related to acceptance. The significantly associating profile variables of employees with the level of acceptance of the CRM at the banks are their age, designation and years of experience.

The highly perceived antecedents of the CRM acceptance among the employees in the PRSBs and the PUSBs are my peers are using the system and superior refers to the importance of using the system. The significant differences among the two groups of employees have been noticed in the perception on 19 antecedents out of 31 antecedents which are included in the present study.
The important antecedents of the level of acceptance of the CRM at the banks are superior influence, competition influence, organizational training, accurate expectations, self-efficacy, personal innovativeness, ease of use and increased productivity. The highly viewed important antecedents among the employees in the PRSBs are organizational training and increased productivity whereas among the employees in the PUSBs, these are superior influence and ease of use. Regarding the employees’ view on these important antecedents, the significant differences among the two groups of employees have been identified in the case of competition influence, organizational training, self-efficacy, personal innovativeness and increased productivity. The important discriminant antecedents among the employees in the PRSBs and the PUSBs are organizational training and personal innovativeness which are identified as higher in the PRSBs than those in the PUSBs.

The highly viewed instruments of the CRM used in the PRSBs are online marketing and clients club whereas in the PUSBs, these are product policy and event marketing. Regarding the employees’ views on the instruments of the CRM used in the banks, the significant differences among the two groups of banks have been identified in the case of newsletter, customer card, clients club and on-line marketing.
Among the employees in the PRSBs, the highly viewed critical success factors in the adoption of the CRM in the banks are clear goals and objectives, and users perception whereas among the employees in the PUSBs, these are customers feed back and data information and knowledge management. Regarding the employees’ view on critical variables in the adoption of the CRM at the banks, the significant differences among the two groups of employees have been noticed in the case of 13 variables out of 18 variables.

The important critical success factors in the adoption of the CRM at the banks are related to management support, management principles, feed back system and the CRM tools. The highly viewed factors among the employees in the PRSBs are the CRM tools and management principles whereas among the employees in the PUSBs, these are feed back system and the CRM tools. Regarding the employees’ view on important critical success factors, the significant differences among the two groups of employees have been noticed in the case of management principles, feedback system and the CRM tools. The important discriminant critical success factors among the employees in the PRSBs and the PUSBs are management principles and feedback system whereas these are higher in the PRSBs than those in the PUSBs.

The important gender among the customers is male. The dominant age groups among the customers are 35 to 45 and 46 to 55 years. The most
important age groups among the customers in the PRSBs and the PUSBs are 45 to 55 and 35 to 45 years. The dominant levels of education among the customers are under-graduation and post-graduation. The most important level of education among the customers in the PRSBs and the PUSBs is under-graduation.

The dominant occupational statuses of the customers are business and private employment. The most important occupational statuses among the customers in the PRSBs and the PUSBs are private employment and business respectively. The important monthly incomes among the customers are Rs.30000 to Rs.40000 and above Rs.40000. The most important monthly incomes of the customers in the PRSBs and the PUSBs is Rs.20000 to Rs.30000 and Rs.30000 to Rs.40000.

The important family incomes of the customers are Rs.35000 to Rs.45000 and above Rs.45000. The most important family incomes of the customers in the PRSBs and the PUSBs are above Rs.45000 and Rs.35000 to 45000 respectively. The dominant years of experience with the present bank among the customers are 12 to 14 years and above 14 years. The most important years of experience among the customers in the PRSBs and the PUSBs are above 14 years and 12 to 14 years.
The important number of accounts held at a bank by the customers is only one which is commonly seen in both the PRSBs and the PUSBs. The highly perceived service quality variables of the commercial banks among the customers in the PRSBs understand customer needs and redressal of complaints whereas among the customers in the PUSBs, these are simplified formalities and the ATM facilities. Regarding the perception on service quality variables, the significant differences among the two groups of customers have been noticed in the case of all service quality variables except simplified formalities and the ATM facilities.

The important service quality factors identified by the factor analysis are reliability, responsiveness, empathy, speedy service and assurance. The highly perceived ISQFs among the customers in the PRSBs are reliability and empathy whereas among the customers in the PUSBs, these are speedy service and empathy. Regarding the customers perception on the ISQFs, the significant differences among the two groups of customers have been identified in the case of reliability, responsiveness, empathy and assurance. Regarding the perception on the ISQFs, the significantly associating important profile variables are age, educational status and monthly income of the customers.

The significant mean differences among the customers in the PRSBs and the PUSBs have been noticed in the case of reliability, responsiveness, empathy
and assurance. The higher discriminant powers are seen in reliability and empathy factor. The important discriminant service quality factors among the two groups of banks are reliability and responsiveness which are higher in the PRSBs than in the PUSBs.

The highly perceived customers interaction variables among the customers in the PRSBs are fulfillment of personal needs and hi-tech service whereas in the PUSBs, these are ‘work under different situation’ and educate the customers. Regarding the perception on the variables in customer interaction, the significant differences among the two groups of employees have been noticed in the case of 10 variables related to customer interaction variables among the PRSBs and the PUSBs. Speedy service and acquisition of interpersonal traits are higher in the PRSBs than in the PUSBs.

In total, the customers’ perception on customer interaction variables is higher in the PRSBs than those in the PUSBs. The significantly associating profile variables with the score on customer interaction variables among the customers are their age, educational status, occupational status, monthly income, family income and years of experience in bank.

The highly perceived customers retention variables among the customers in PRSBs are customer care programmes and modern banking services whereas among the customers in the PUSBs, these are nominal service charges and
customer empowerment. Regarding the perception on customer retention variables, the significant differences among the two groups of customers have been noticed in 8 variables out of 15 variables. The important discriminant customer retention variables among the employees in the PRSBs and the PUSBs are employee involvement and customer care programmes which are higher in the PRSBs than in the PUSBs.

In total, the customers’ perception on overall customer retention in the commercial banks is higher in the PRSBs than that in the PUSBs. The significantly associating profile variables with the overall score on customer retention at the commercial banks are their age, educational status, occupational status, monthly income, family income and years of experience in bank.

The highly perceived customer service strategies variables among the customers in the PRSBs are preferential pricing and door step services whereas in the PUSBs, these are cross-selling of products and insurance advice. Regarding the perception on the variables related to customers service strategies, the significant differences among the customers in the PRSBs and the PUSBs have been identified in 7 variables out of 13 variables. The important discriminant customer service strategies variables among the two groups of banks are door step services and internet banking which are higher in the PRSBs than those in the PUSBs.
The overall score on customer service strategies is identified as higher among the customers in the PRSBs than the customers in the PUSBs. The significantly associating profile variables with the overall score on customer service strategies among the customers are their age, educational status, occupational status and years of experience in bank.

The customer satisfaction towards the commercial banks has been measured with the help of five variables which reveal the reliability over customer satisfaction. The highly viewed variable among the customers in the PRSBs is overall service package whereas in the PUSBs, it is meeting of all expectations of customers. Regarding the perception on variables in customer satisfaction, the significant differences among the two groups of customers have been identified in the case of 4 variables out of 5 variables. The overall customer satisfaction score is identified as higher in the PRSBs than that in the PUSBs. The significantly associating profile variables with the overall customer satisfaction are the age, educational status, monthly income, family income and years of experience in bank among the customers.

The customer loyalty among the customers has been measured with the help of six statements. The six statements show the reliability to express the customers loyalty. The highly viewed statement among the customers in the PRSBs is recommending the service provider to other whereas in the PUSBs, it
is using the same service provider. Regarding the customers perception on statements related to customer loyalty, the significant differences among the two groups of customers have been identified in the case of 5 statements out of 6 statements.

The overall score on customer loyalty among the customers is identified as higher in the PRSBs compared to that in the PUSBs. The scores on customer loyalty among the customers in both groups of banks are lesser than the scores on customers’ satisfaction. The significantly associating profile variables of the customers with their score on customer loyalty are their age and years of experience in banks.

The highly perceived benefits of the CRM among the customers in the PRSBs are personalized services and empowerment of managers whereas in the PUSBs, these are employee empowerment and empowerment of managers. Regarding the customers benefits of the CRM, the significant differences among the two groups of customers have been noticed in the case of 13 benefits of the CRM out of 16.

The important benefits of the CRM narrated by factor analysis are related to customers, employee and bank.

The highly perceived important benefits of the CRM among the customers in the PRSBs are related to customers whereas in the PUSBs, it is
related to employees. Regarding the perception on the important benefits of the CRM, the significant difference among the two groups of customers is seen in all the three important benefits of the CRM. On an overall, the benefits of the CRM are identified as higher in the PRSBs compared to the PUSBs.

The significantly and positively influencing CRM practices implemented at the PRSBs on the customers perception on service quality are information acquisition, information accessibility, employee training, information evaluation, management commitment and the CRM orientation whereas in the PUSBs, these are information acquisition, information accessibility and the CRM orientation. The changes in the implementation of the CRM practices explain the changes in customers perception on service quality to a higher extent in the PUSBs than in the PRSBs.

In the PRSBs, the significantly and positively influencing CRM practices implementation on the customers perception on customers interaction are information accessibility, employee training, management commitment and the CRM orientation whereas in the case of the PUSBs, these are information accessibility, employee training, information evaluation, organizational structure and the CRM orientation. The changes in the rate of implementation of the CRM practices explain the changes in the customers’ perception on customer interaction at a higher extent in the PUSBs than in the PRSBs.
The significantly and positively influencing CRM practices implementation on the customers retention in the PRSBs are information storage, information acquisition, information accessibility, information evaluation, management commitment and the CRM orientation whereas in the PUSBs, these are information storage, information acquisition, information accessibility, employee training, information evaluation and the CRM orientation. The changes in the level of implementation of the CRM practices explain the changes in customers perception on service quality to a higher extent in the PUSBs than in the PRSBs.

In the PRSBs, the significantly and positively influencing CRM practices implementation on the customers perception on customer interaction are information accessibility, employee training, management commitment and the CRM orientation whereas in the case of the PUSBs, these are information accessibility, employee training, information evaluation, organizational structure and the CRM orientation. The changes in the rate of implementation of the CRM practices explain the changes in the customers’ perception on customer interaction at a higher extent in the PUSBs than in the PRSBs.

The significantly and positively influencing CRM practices implementation on the customers retention in the PRSBs are information storage, information acquisition, information accessibility, employee training,
information evaluation, management commitment and the CRM orientation whereas in the PUSBs, these are information storage, information acquisition, information accessibility, employee training, information evaluation and the CRM orientation. The changes in the level of implementation of the CRM practices explain the changes in customers’ perception on customer retention to a higher extent in the PUSBs than in the PRSBs.

The significantly and positively influencing CRM practices on customers perception on customers service strategy in the PRSBs are information accessibility, information evaluation and the CRM orientation whereas in the PUSBs, these are information acquisition, information accessibility and the CRM orientation. The changes in the CRM implementation at the banks explain the changes in customers perception on customer service strategy in the PUSBs to a higher extent than in the PRSBs.

In the case of the PRSBs, the significantly and positively influencing CRM practices on the customers’ satisfaction in the PRSBs are information storage, information acquisition, information accessibility, information evaluation and the CRM orientation whereas in the PUSBs, these CRM practices are information storage, information accessibility and the CRM orientation. The changes in the implementation of the CRM practices explain the changes in the customers’ satisfaction to a higher extent in the PUSBs than in the PRSBs.
Regarding the customer loyalty, the significantly influencing CRM practices are information accessibility, employee training and the CRM orientation whereas in the PUSBs, it is only CRM orientation. The changes in the implementation of the CRM practices explain the changes in the customer loyalty to a higher extent in the PRSBs than in the PUSBs.

5.2 Suggestions

Based on the findings of the study, the following suggestions are provided.

In application of the CRM, banks in India will discard the method that classifies customers simply by savings and distinguishes key customers through comprehensive evaluation or schema analysis, and they will be able to identify key customers from common ones through the customers performance analysis upon profit comparisons. In customer evaluation, two points ought to be taken into consideration: potential developing customer and customer stabilization. The establishment of the CRM should be based on the nature of the customers.

Since the CRM will be helpful to banks in India regarding the collection of customers information, the banks should be very keen to establish the CRM at their banks. In order to make the CRM a most successful one, the staffs are advised to collect the family background and other details of the customers, the most effective method to approach customers.
Banks must realize the CRM in its broader term. No doubt personal interaction, marketing and sales are the right view of the CRM but the CRM includes a lot more than that. In its vital sense the CRM includes personal interaction, marketing and sales, IT, customer knowledge, people, process and technology. There can also be some other dimensions of the CRM. Banks should not only just concentrate on one segment of the CRM, but also by using a mix of different elements they can get a real customer with a long time relationship.

Customer needs and requirements are very much volatile. It is recommended to keep one foot ahead of the customer. Banks must know what is going to happen in future so that they can prepare offers according to the changing environment. Customers also want to stay where they can find innovative ideas. In changing environment, it is good to look forward by anticipating future.

Customer is only loyal when the bank has the thorough understanding of the customers requirements, if banks do not have enough information about customer, it is impossible to understand customer’s business problems. It is recommended to keep on tracing the customer and get thorough knowledge about customers problems.
The CRM is not just a technology or some sort of equipment to buy and implement it, it is a total philosophy. To implement the sole of the CRM it is recommended to make changes in each and every department and from top to bottom management. The whole organization should be organized according to the CRM requirements.

Every one working in the organization must have a very clear goal in mind; the whole organization must be working as a single unit. It is not appropriate that the higher management is looking the CRM as marketing and sales and middle management looking towards personal interactions and so on. At every level the CRM definition must be very clear, here definition does not mean by few written words, but its soul. Why are we sitting in the market? Who are our customers? Why to make contact with them? How to make contact? How to make it long lasting? How to make the customer satisfied? How to make these satisfied customers come again and again? These and other questions must be very clear in every one working in the bank.

5.3 Conclusion

The present study concludes that the CRM development and implementation at private sector banks are better than the public sector banks. The levels of the CRM acceptance in the banks are mainly influenced by following factors: superior influence, competition influence, and personal
innovativeness, ease of use and increase of productivity. The level of acceptance of the CRM practices is comparatively lesser in the PUSBs than those in the PRSBs. The important discriminant CRM practices among the two groups of banks are their CRM orientation and management commitment which are higher in the PRSBs than those in the PUSBs.

The various outcomes of the CRM practices implementation at private sector banks are higher than those in public sector banks. The significantly and positively influencing CRM practices implementation on customers satisfaction at the banks are the CRM orientation and information accessibility. The degree of impact of the CRM implementation on customers’ loyalty is lesser than the customer satisfaction. By these findings, the commercial banks should understand the need of establishment of the CRM in order to generate the customer loyalty among the customers.

5.4 Recommendations for Further Research

While conducting this research, some interesting subjects for further research propped-up. Firstly, it would be useful to investigate why different managers have different views of the CRM.

The other topic that needs more investigation is technology. No doubt there is a lot of research on technology integration with business but there is not
enough research on technology integration with customers. By saying so it is meant that how customers are looking towards technology is also can be taken as a research area.

Carrying out a study of similar nature with the comparison to Indian and Foreign banks operating in India would be another area of research. Adding to this a study, how cultural changes affect the CRM implementation in the India and other countries can also be an area of research.