Conclusions
CONCLUSION

Today, India has an incredibly dynamic economy poised to register rapid rates of economic growth. The increasing competitiveness of Indian firms and their interest to expand internationally, demonstrate their growing global outlook. The most striking features of our economy have been the growth in productivity, rising disposable incomes and growing wealth.

The financial services industry continues to be at the leading edge of what is happening in our economy. Technological advancement together with changing demographic profile and heightened customers expectations are creating a new, efficient economic environment a driving the changes in every sphere.

Bank intermediation in India is much lower than in most of Southeast Asia. Further, given the changing profiles both in terms of age profile and increasing affluence, customers increasingly demand enhanced service level and multiple products from banks. Customer service has perforce become a concern for banks. Customer Service has perforce become a concern for banks in their struggle to maintain market share and to maintain continuous relationship. Today, customers seek flexible and convenient distribution channels available at all times and places. They prefer banks, which offer doorstep holistic banking services to enable them to meet all their financial needs under a single umbrella viz., traditional banking; insurance; mutual fund investments or Credit Cards.

Financial services delivery has undergone rapid changes since 2002. A particular facet of change has been the increasing usage of e-banking model as against 'face-to-face' branch banking. New delivery channels are being developed in view of the changing customer profile. The younger generations have been introduced to computers at a very early age. This is the generation of future Customers’ and they are driving the technological innovation in banks. Banks are now reengineering their services for optimal benefit to their customers. State-of-the-art technology offers ATMs, Credit Cards, Debit Cards, Phone Banking, and Internet Banking etc. The
ATM network for instance has changed the front offices of bank branches and given customers 24x7 services anywhere.

Core Banking Solutions (CBS) with capability for online, real time transaction processing are now being adopted by the Public Sector Banks (PSBs) advantages earlier enjoyed only by newer Private Sector Banks (PSBs) and Foreign Banks (FBs). Also e-banking, which has recently taken root in India, is a developing technology, not all banks offer this or deliver it effectively. A number of banks have setup portals allowing their customers to access facilities like obtaining information, querying on their accounts, etc.

Today, banks are no more competing locally, but in the global market place. The banking industry here has been an industry in transition adapting to this new environment. Increased competitive pressures have forced management to control and decrease costs through the use of ever-expanding new technology.

In a business where products are increasingly being customized, value addition and service quality is what will differentiate banks from their competitors. Now, competition has thus dictated the growth strategic planning of banks. Induction of technology and introduction to new products like derivatives, securitisation, etc, have increased the depth of markets with varied financial products tailor-made to meet the specific needs of customers both in the retail as well as in the corporate segments. Price competitiveness and efficiency in delivery channels will dictate choices.

To conclude, the dynamic of diverse markets and consumer preference are now dictating the new drivers of growth in the banking industry. However, only strengthening the learning curve can drive any new frontiers, new dimensions, new value propositions, and new strategies. As Indian banks move to advanced technology platforms, knowledge management is essential to cater to customer preferences, improve employee skills, and change mindsets. Winston Churchill said, “The empires of the future are the empires of the mind.” Effective management of the human resources capital will then determine whether Indian banks can keep pace with technological innovations and meet the challenges of globalisation. They need to break out of the old moulds and reshape new ones. Only then can the vision of a strong, sound, and Continuous Relationship with Customers be realised.
The major reasons towards the shift in favour of e-marketing of banking sectors are viz., the failures of transaction-based marketing, the pressure on marketing spend, focus on value chain management and shifts in behavioral pattern of consumers like an increased pressure on a trend towards outsourcing by customers, increased customers rationality, fragmentation of customer markets and overall an increase in customer's power relative to investments. Above developments in customer behaviour have collectively put considerable demands on the bank organization’s information systems. Due to the Internet and mobile wireless devices, customers have access to Public sector banks, Private sector banks, and Foreign sector banks. Using the Internet, banks are capable of reaching out to new customer segments to test newly developed banking products. By using the power of the Internet, customers are inventing and refining new business models, including Internet banking, phone banking, e-banking, and e-cash.

Customers’ can avail banking services instantly on Internet, and this incentive has provided a boost to banking business and its popularity. As the new generation Customers’ are capable to access information on various banks’ products, technologies, performance, charges, and customers actions and reactions across the globe because of support of IT. Due to the customers have learnt, they can better discriminate while making choices because of networking, they embolden each other to act and speak out. e-Banks have come up which provide the customers facility not only to check their balance of account but also to transfer money and make payments online. Customers can access banking transactions at ATMs at 24x7 and 365 days regardless of holidays and festivals.

With the rise in India’s population and its disposable income, there is more spending, investing, and also saving than ever before. According to data released by the RBI, aggregate deposits of scheduled commercial banks have gone up by 85 per cent since last year- from Rs. 16,16,874 crore as on 29 October 2004 to Rs. 19,11,209 crore on 28 October 2005. Speaking at the Banking Tech Summit 2006 organised in Mumbai by the confederation of Indian Industry R.B. Burman executive director, RBI, said, “the card payment market is expanding rapidly at over 50 per cent per annum since the last two-three years. Debit card dominate the market, with 70 per cent.
Offering new banking services, including mutual fund and investment advice, new products and even attractive branding, has become the norm for the banks.

The research study is of descriptive nature and two-fold as it is based on collection of primary data from randomly selected 1004 customers' across the state of Gujarat who have availed benefits of the banking services through implementation of CRM practices as well as from 304 branch managers who have implemented CRM practices from the randomly selected branches located in the cities viz., Ahmedabad, Surat, Vadodara and Rajkot in the year 2005. The research study was mainly undertaken to measure and evaluate current state of continuous relationship on the basis of customers' satisfaction/dissatisfaction with regard to banking services in PSBs, PBs, FBs, CBs, in the selected cities of Gujarat i.e. Ahmedabad, Surat, Vadodara and Rajkot. The primary data were collected from 1004 customers' and 304 branch managers of the sectoral banks in the state of Gujarat. The separate research instruments in form of Non-disguised questionnaires for customers and branch managers' survey have used. The primary data from the customer's was collected from current customers and bank managers of PSBs; PBs; FBs; and CBs from the selected cities. The edited and tabulated data was properly organized. This data is presented in the thesis in the form of tables, charts, graphs, and diagram as case may be. The selected hypotheses were appropriately tested with the help of chi-square analysis; researcher has used probability-sampling design based on stratified random sampling methods for both the studies.

The total number of customers from whom the primary data was collected were 1004. The Top four Major Cities as ranked in terms of urban population considering data of census, 2001 were selected for the purpose of collection of primary data. The edited and tabulated data was properly organized. This data is presented in the thesis in the form of tables, charts, graphs, and diagram as case may be. The selected hypotheses were appropriately tested with the help of chi-square analysis at 5 per cent level of significance.

The structured-non-disguised questionnaire for sectoral Bank' Customers was used to collect primary data. It included 29 questions. The introductory part included 14 questions, with regard to viz., Bank Customers' name; city of residence; age
groups; marital status; educational qualifications; type of family; annual income as well as their occupational status. It also included questions relating their daily activities viz., physical exercises; listening of music; visit to friends' place; habit for going on walk as well as their reading habits with regard to newspapers and also that of watching television. The research study also reports on their capacity to drive two wheelers (Scooter and Motorbikes), and Four-Wheeler (Car). Question 13 and 14 designs to know computer knowledge and habit of surfing on Internet.

- The highest numbers of Customers' were in the age group of 21-40, which was 83 per cent male and 17 per cent was female. As most of them were service class and majority 77.49 per cent found married.

- Nearly 60.46 per cent live in joint family. According to education of the Customers' it was found that most of them fall in category of graduate followed with postgraduate and Doctorate having highest vegetarians (867) than non-vegetarian. 70 per cent Customers' respondents reported favorably about reading newspaper; going on walk; visit to Friend's place and watching TV. Most of them were likely to drive scooter than motor-bicycle and car. Majority 60.22 per cent customers found of middle-income group and 62.05 per cent have saving bank accounts in bank.

- Nearly 37.65 per cent customers preferred to visit branch of the bank once in a week, Majority of the Customers' overall feedback on performance of the branch was satisfactory, 60.26 per cent have a good or excellent experience and 39.74 per cent have an experience poor or very poor.

- The researcher has found majority of 72.71 per cent Customers', out of which 83.69 per cent male customers and 11.95 per cent female customers have a Trust on bank or bank handles customers complaint well.

- Majority of 61.35 per cent Customers', out of which 51.99 per cent male and 69.11 per cent agrees with good behaviour of the staff member. Nearly 57.17 per cent Customers' out of which 83.27 male customers 70.58 female customers were of the opinion that physical infrastructure of the bank was good.
• Mostly 58.86 per cent Customers’ out of which 84.26 per cent male customers and 68.38 per cent female customers were of the opinion that physical infrastructure of the branch supports in provider good service to the customers.
• Majority of the Customers’ overall feedback on performance of the branch was satisfactory, 60.26 per cent have a good or excellent experience, and 39.74 per cent have an experience poor or very poor.

Selected bank customers’ background variables such as age group are Insignificant regarding all selected criteria. In case of gender it is significant in case of routine and service activities. Family is significant only in case of behaviour of staff. Where in case of occupation it is only insignificant relating to service activities; marital status and income group is significant in routine activities; in case of bank account it is significant in all criteria. There are mixed result in case of visit to a branch it is significant in case of routine, customer satisfaction and trust and Behaviour of staff. Regarding feedback on performance it is significant in all criteria.

In present days Bank Manager can no more bank on walk-in-business and relax in cozy office. IT has not only enhanced customer’s awareness level but has made them demanding. Their expectation level is galloping. Demands and priorities are changing every day. The influence of the Internet upon the choice and delivery of products and services has made the situation acerbic. Customers no more want age-old banking products; they cannot be fooled and taken for a ride by changing the wrapper of the product. Never in the history of banking the power has so firmly been in the hands of customers as it is today. The customer will continue to dictate and this situation is not going to change. The struggle for survival in the cutthroat competitive market is the biggest challenge of the time. For facing competition there has to be determination and skill of innovation.

In the changing environment many Bank organizations are facing problems as these organizations continue to remain in hypnotized state of their past achievements. This has made them incapable of inventing new vision and planned direction for progression. It has to be understood that change is a continuous process and natural phenomenon. Change in the environment produces constantly changing landscape.
Bank manager have therefore to perceive customer’s requirement well in advance and design and market products to suit their needs. Banks have therefore to adopt a systematic approach for CRM practices to withstand competition. For facing and managing competition, the main mantra is CRM and improvement in ‘Customer Service’. Both are complementary and supplementary to each other. The competition is no longer on price alone but also on quality and delivery.

The structured-non-disguised questionnaire for sectoral Bank Manager’s was used to collect primary data. It included 10 main questions. The introductory part About You included 10 questions, with regard to viz., Bank Managers’ name; Address of the Branch; age groups; Gender; educational qualifications; Total Number of year’s of experience in this banking Sector; Service period as a Bank Manager in this branch; Size of the Staff as well as year of establishment of this branch.

- Most of 59.87 per cent Bank Manager agrees that Fulfillment of commitment in CRM is important out of which 37.82 per cent were of more than 40 years and only 22.05 per cent were of less than 40 years.
- Majority of the Bank Manager that of 304 out of which 53.94 per cent were of the opinion that Complaint Handling is the important factors out of which 32.56 per cent were of more than 40 years age group and only 21.38 per cent found below 40 years age group.
- The data analysis found that 81.25 per cent Bank Manager agree with Evaluation performance of branch considering ‘Customer Service’ as key criteria and need to rewards to branch based on its performance considering it.

Selected bank managers’ feedback on performance vis-à-vis selected criteria shows different results. In case of Age Group variable it shows significant results regarding transparency in disclosure of charges; Internet communication; Identify key customers; relationship with supporting group; responsibility of only customer care department; and CRM as a promotional stunt. Where in case of class of experience following shows insignificant results i.e. changes and challenges that have emerged in banking sector of India; fulfillment of commitment; complaint handling; feedback of satisfaction; transparency in marketing communication; Internet communication; decision making after identifying customers, need and satisfaction; availability of
physical infrastructure and manpower; satisfying identified needs and unmet needs; and responsibility of only customer service department for CRM. In case of size of staff result is **insignificant** in case of trust; changes and challenges that have emerged in banking sector of India; complaint handling; transparency in disclosure of charges; transparency in marketing communication; Internet communication; relationship with supporting group; decision making after identifying customers, need and satisfaction; availability of physical infrastructure and manpower; satisfying identified needs and unmet needs;

As banker operate in a dynamic environment, understanding customer is necessary for getting larger share in market. They need to adjust their output to meet the changing needs. The competitive environment is forcing banks not only to continuously keep on improving services but also innovating and designing new services. They have to identify different types of customers, make in-depth study of their needs, and then draw up suitable schemes to satisfy those needs keeping in mind that their awareness is high.

One should understand that positive relationship with customer has lasting impact on their attitudes. Customers’ loyalty and Continuous Relationship with them is influenced by their attitudes and changing needs. If one wants their customers to be loyal, they have to be loyal to them first. Loyalty is nothing but creating a strong bondage of relationship. It is developing trust and understanding.

- It was found in the study that Majority of 81.58 per cent of Bank Manager agree or strongly agree that full trust of customers on bank is prime necessity in continuous relationship with them. For proper understanding bank managers have to know wants and needs of customers and make them feel that they are needed, valuable, special to bank and much more. This creates value. Customers are not interested in the range of services offered by bank. Their interest stem from what the service is likely to do to them.

As you trust on your family members at home, one should trust on customers and staff in the bank too. And remember trust begets trust. Delegation and trust are complementary to each other. If you delegate, you have trust them. Similarly, if you trust, then only you can delegate. Thus delegation in isolation is not possible unless
you trust. Remember that formal relationship is not enough in any organization. It only shows the boss-subordinate relationship. Here the subordinate performs as per the instructions of the Boss. He/ she neither applies his/her brain nor suggests anything innovative. Here maintenance of mere formal relationships will not work. What one needs to have is to have a synergy amongst all employees so that it helps the banks in improving effectiveness. This is feasible provided we maintain good inter-personal relationship with all the staff or customers. Then one should think alike and make an endeavor to canalize all our energies towards achieving a goal.

Customers are attracted towards the bank on the belief that the bank to which they are going has a “cutting edge.” Since today customers is demanding there has to be cutting edge in all the spheres. This aspect needs to be focused and exploited. Customers are sensitive and respond emotionally to the passion and commitment of employee’s of the bank. The emotionally driven reaction builds a bridge between customers and employees and act as a magnetic field, which helps in sustainable growth of bank’s business, a route to reputation and profit. The communication with the customers is satisfied and convinced he plays the role of opinion leader in the market landscape.

- The study reveled 51.64 per cent of Bank Manager Strongly agrees with Internet communication with customers and out of which 56.28 were of more than 40 year age and 44.14 per cent of less than 40 years age. For facing challenges in the market arena bank has to penetrate the market, explore new markets and launch new products. It has to create ever-increasing demand for its products, and has to do aggressive marketing.

- Majority of the Bank Manager that of 304 out of which 82.24 per cent were of the opinion of offering new banking Products/Services mainly after considering banking Products/ Services offered by competitors. According to Peter Drucker, the business enterprise has two and two, basic functions; marketing and innovation. It is not necessary for a business to grow bigger; but is necessary that it constantly grows better. Banks’ have to stay in touch with customers and keep on communicating them about new products or modifications in service.
The competitive environment always forces continuous improvement in services. For facing challenges, quality service has to be made part and parcel of the entire business organization. Customers are looking more for quality services and real differentiation in what they are buying. For every organization, customer is important. Service is not like other products, which are tangible, services are intangible. They can be felt and experienced. Feeling and sensitivity parameters differ from individual to individual. Hence the chemistry of satisfaction cannot be standardized, but a standard protocol for services and customer satisfaction has to be maintained.

As the customers are looking more and more for quality services and real differentiation in what they are buying, continuous communication with them is required to understand their reaction/response to products and service. Efficient customer service is the key to face competition and continuous relationship with them. As a satisfied customer is publicity in itself, true customer service goes beyond polite, personal and friendly advertise and reward programs. Customers can be acquired from the word of mouth from satisfied customer. It should not be presumed that once a customer is acquired he would be retained due to intrinsic quality of the product and that services will take care of satisfactions.

The rules of the game have changed. It cannot be assumed that customers will deal solely because the services provided by their existing financial service providers are not up to the mark. It should not forget that between obligation and commitment other factors also play. It is not the customer acquisition, which is important, but retention of customer is important. In the technological age, customer wants a reinforcement of personal and not commercial value. He does not want to be reduced to be a PIN (Personal Identification Number). Thus for maintaining customers' loyalty and profits positive long lasting Continuous Relationship is necessary.

- The researcher has studied bank managers and customers from the four major cities of Gujarat having all sectoral banks. Samples have to be collected as per the density and population of the particular city, 35.66 per cent were from Ahmedabad; 24.90 per cent were from Surat; 20.22 per cent were from Vadodara and 19.42 per cent were from Rajkot city of Gujarat. Majority 62.2 per cent data of Bank Manager collected from Public Sector Bank followed by
22 per cent from Private sector Bank; 11.2 per cent of Cooperative Sector Bank and 4.6 per cent from Foreign Sector Bank

- Majority of the Bank Manager that of 304 out of which 60.19 per cent were of More than 40 years age group and only 39.80 per cent found below 40 years age group.

- Majority of the Bank Manager that of 304 out of which 53.94 per cent were of the opinion that Complaint Handling is the important factors out of which 32.56 per cent were of more than 40 years age group and only 21.38 per cent found below 40 years age group. Only 36.18 per cent believes that bank has to focus only on identified and unmet needs of customers and majority 63.82 per cent believes that all types of needs of customer have to satisfy.

- In case of Strategic planning for need satisfaction 96.05 per cent were of the opinion that it is important or most important out of which 57.24 per cent were of more than 40 years and 48.02 per cent of less than 40 years.

- Nearly 55.92 per cent Bank Manager believes Transparency in disclosure of various bank charges to be collected from customers is important out of which 38.80 per cent were of more than 40 years age and 51.23 per cent were of less than 40 years age.51.64 per cent of Bank Manager Strongly agrees with Internet communication with customers and out of which 56.28 were of more than 40 year age and 44.14 per cent of less than 40 years age.

- Nearly 57.56 per cent Bank Manager believes that Decision-Making after identification of customers needs and satisfaction out of which 50.98 per cent were of more than 40 years and 33.22 of less than 40 years.

- The bank manager respondent's 71.71 per cent agrees to maintain curtsy relations with customers. 59.21 per cent of Bank Manager employs Database Management Software; 16.34 per cent employs Database Warehousing Software and only 8.13 per cent employs Manual Records.

To conclude the measuring rod for banks' prosperity and efficiency was customers' satisfaction but now to know the reputation and quality of service the criteria is to measures customer's rate of defection. For taking corrective measures banks have to investigate the root causes. Banks have to focus on customers and
prevent them from defecting, migrating. Banks must realize that migration is worse than defection. In migration a person severs connection permanently and in defection the person sits on the fence and moves from one position to another whichever suits him. Defection is bad and migration worse. Banks have to improve management of customer migration by introspection and Continuous Relationship.

One should remember that maintaining official relationship is not enough. If one keeps human touch with their customers and staffs, it can do wonders for him/her. For this beyond the office hours or at leisure time discuss with staff or customers regarding their family life, their son's/daughter's education and guide them properly. In case customers is facing some personal problems, give a patient hearing and try to render all possible assistance to solve it within your means.
THE MAJOR FINDINGS AND IMPLICATIONS OF THE RESEARCH STUDY:

An attempt has been made to put forward the major findings and implications of this study in two parts as follows:

Part I: The Major Findings and Implications of the Research Study regarding Customers'.

- The researcher has found that out of 1004 Customers', 35.66 per cent were from Ahmedabad; 24.90 per cent were from Surat; 20.22 per cent were from Vadodara and 19.42 per cent were from Rajkot city of Gujarat.
- Majority of the Customers' that out of 1004 Customers' 96.73 percent of them were found of working age in between 21-40 out of which 83 per cent was male and only 17 per cent was female.
- Most of the Customers' were found as married ones, 77.49 per cent Bank customer found married and only 22.51 per cent found unmarried.
- Majority of the Customers' likes to live in joint family, exactly 60.46 per cent live in joint family, and only 39.54 per cent likes to live in individual family.
- Highest number of respondents reported their education qualification as Graduates.
- The daily activities of the Customers' were found as reading of newspaper followed with Going to walk and watching TV.
- The researcher found nearly 30.68 per cent Customers' in lower income group; 60.22 per cent of middle-income group and only 9.10 in higher income group.
- Majority of the Customers' were found of service class, as 49.50 per cent and 20.72 was businessman.
- Out of the 1004 Customers' majority 62.05 have Saving Bank Account in bank followed by 18.53 per cent have Fixed Deposits Account and 14.94 per cent have Current Bank Account.
- The selected Customers' mostly preferred to visit to a branch once in a week or fortnight, 37.65 per cent visit to branch once in a week and 26.79 per cent visit to branch once in a fortnight.
- Majority of the Customers' overall feedback on performance of the branch was satisfactory, 60.26 per cent have a good or excellent experience, and 39.74 per cent have an experience poor or very poor.

- The researcher has found that out of 1004 Customers' 84.16 per cent male customer and 63.23 per cent of female customers feels that their overall experience in time taken to complete banking transactions were short.

- Majority of the Customers' were not satisfied with timely services of the bank staff, out of total 1004 Customers' 82.06 male and 14.50 per cent female customers can not say how long time taken by staff in completing banking transactions

- The researcher has found majority of 72.71 per cent Customers', out of which 83.69 per cent male customers and 11.95 per cent female customers have a Trust on bank or bank handles customers complaint well.

- The study revealed that majority of 61.35 per cent Customers', out of which 51.99 per cent male and 69.11 per cent agrees with good behaviour of the staff member.

- Nearly 57.17 per cent Customers' out of which 83.27 male customers 70.58 female customers were of the opinion that physical infrastructure of the bank was good.

- Mostly 58.86 per cent Customers' out of which 84.26 per cent male customers and 68.38 per cent female customers were of the opinion that physical infrastructure of the branch supports in provider good service to the customers.

- The bank should make an attempt to improve and sustain positive expense belonging to especially age groups of 21-40 and 41-60.

**Implications of the Customers Research Study:**

- The overall experience of customers in case of banking services differs considering their Gender; Occupation; Marital Status; Income; Type of bank account owned by him/her. It means that banks need to formulate its marketing strategy keeping in mind above selected criteria with regard to its routine services.
- The bank should have to take into account Occupation; Marital Status; Income and Gender of the customers while offering its routine services.

- The age group and type of family of a customer does not affect the overall experience in terms of his/her expectations with regard to routine services as being offered by the sectoral banks.

- The frequency of visits of bank by customers' influences customers' experience and therefore banks should consistently handle each of the visits of its customers to the branch effectively and efficiently.

- The overall experience of customers in Banking Services as being availed by him/her strongly differs in case of each of the customer. It is therefore calls for banks to make customized offering of its services. It is expected that banks would make use of one-to-one marketing considering findings of this research studies in case of selected criteria of customers' feedback on performance.

- Banks while offering specialized banking services should consider the fact that Gender; Type of bank account and its customers' feedback on performance are independent but banks needs to consider selected customers background criteria such as age-group; family; marital status; occupation and income.

- The overall customer satisfaction and trust of customers consistently differ considering their selected background variables such as age group; gender; family; marital status; level of income of him/her. Banks therefore should consider those variables to better deliver customer satisfaction and create trust and faith in banking services of customers.

- In case of selected criteria called as 'Behaviour of Staff ' it is important that banks consider the fact that age-group; gender; marital status; and level of income of customers directly affects the expectations hence while designing service process, bank should attach strategic importance to it.

- Physical infrastructure and supporting activities directly influences customers' overall experience considering their selected background variables such as age group; gender; family; marital status; and level of income of customers. Overall, it can be stated that banks need to take into account background variables of target customers.
It can be argued that the type of bank account and feedback on performance of banking services are highly subjective and customers’ overall experience and opinion on banking services.

Part II: The Major Findings and Implications of the Research Study regarding Bank Managers.

- The researcher has found that out of 1004 Bank Managers, 35.20 per cent were from Ahmedabad; 24.70 per cent were from Surat; 20.40 per cent were from Vadodara and 19.70 per cent were from Rajkot city of Gujarat.

- The data analysis has found that majority 62.2 per cent data of Bank Manager collected from Public Sector Bank followed by 22 per cent from Private sector Bank; 11.2 per cent of Cooperative Sector Bank and 4.6 per cent from Foreign Sector Bank.

- The study revealed that 81.58 per cent of Bank Manager agree or Strongly agree that full trust of customers on bank is prime necessity in continuous relationship with them.

- Majority of the Bank Manager that of 304 out of which 60.19 per cent were of More than 40 years age group and only 39.80 per cent found below 40 years age group.

- Nearly 84.21 per cent Bank Manager believes that changes and challenges in banking sector is important out of which 50.98 per cent were of more than 40 years and 33.22 of less than 40 years.

- Most of 59.87 per cent Bank Manager agrees that Fulfillment of commitment in CRM is important out of which 37.82 per cent were of more than 40 years and only 22.05 per cent were of less than 40 years.

- Majority of the Bank Manager that of 304 out of which 53.94 per cent were of the opinion that Complaint Handling is the important factors out of which 32.56 per cent were of more than 40 years age group and only 21.38 per cent found below 40 years age group.

- Only 36.18 per cent believes that bank have to focus only on identified and unmet needs of customers and majority 63.82 per cent believes that all types of needs of customer have to satisfied.
• Majority respondent's response with regard to their opinion in case of Identification of key customers 56.28 per cent of more than 40 years and 44.62 per cent of less than 40 years have opinion it is most important.

• The bank manager respondent's response with regard to their opinion in case of Strategic planning for need satisfaction 96.05 per cent were of the opinion that it is important or most important out of which 57.24 per cent were of more than 40 years and 48.02 per cent of less than 40 years.

• The researcher has found that 55.92 per cent Bank Manager believes Transparency in disclosure of various bank charges to be collected from customers is important out of which 38.80 per cent were of more than 40 years age and 51.23 per cent were of less than 40 years age.

• Majority of the Bank Manager that of 304 out of which 55.92 per cent were of the opinion of Transparency is marketing communication is important out of that 52.45 More than 40 years age group and 61.15 per cent found below 40 years age group.

• The study reveled 51.64 per cent of Bank Manager Strongly agrees with Internet communication with customers and out of which 56.28 were of more than 40 year age and 44.14 per cent of less than 40 years age.

• Most of 62.17 per cent Bank Manager agrees that branch have poor or fair relations with supporting groups out of which 71.03 per cent were of more than 40 years and 48.76 per cent were of less than 40 years.

• Nearly 57.56 per cent Bank Manager believes that Decision-Making after identification of customers needs and satisfaction out of which 50.98 per cent were of more than 40 years and 33.22 of less than 40 years.

• The researcher has found that 57.23 per cent Bank Manager agree with Required Physical infrastructure is available with the branch, out of which 56.83 per cent were of more than 40 years age and 57.85 per cent were of less than 40 years age.

• The data analysis found that 55.26 per cent Bank Manager disagree with focuses on identified needs and unmet needs only.
- Majority of the Bank Manager that of 304 out of which 82.24 per cent were of the opinion of offering new banking Products/Services mainly after considering banking Products/Services offered by competitors.
- The bank manager respondent's 71.71 per cent agree to maintain curtsy relations with customers.
- Most of 56.25 per cent Bank Manager agree that branch have to maintain relations with customers by e-media.
- The study revealed that 59.21 per cent of Bank Manager employs Database Management Software; 16.34 per cent employs Database Warehousing Software and only 8.13 per cent employs Manual Records.
- Majority of the Bank Manager total 304 out of which 80.26 per cent were Strongly Disagree that Only Customer Service Department is responsible for continues Relationship Marketing activities of the bank.
- The data analysis found that 81.25 per cent Bank Manager agree with Evaluation performance of branch considering 'Customer Service' as key criteria and need to rewards to branch based on its performance considering it.
- Majority 81.25 per cent Bank Manager disagrees that CRM has become a promotional stunt in the banking sector of India
- Only 27.96 per cent Bank Manager agrees that Doorstep Service as a part of CRM is required.
- The study revealed that 84.70 per cent of Bank Manager agree or strongly agree that separate Customer Grievance Cell or Customer Care Department in branch required.

**Implications of the Bank Managers’ Research Study:**

- The execution of CRM practices and age group of branch managers are independent. The implication of CRM practices differs considering experience of banker in the banking sector especially in case of customers' perceived trust on bank; Delivery of customers' needs satisfaction and transparency in disclosure of various bank charges. Although it depends on, size of the staff, handling of customer's complaint and transparency in its marketing communication and disclosure of various bank charges.
The designing of Internal Communication of marketing strategy and business plan necessary to implement CRM is influenced by experience of the banker and size of the staff in a given branch and also identification of Customers' needs as well as maintenance of relationships with key customers; various departments; banking groups; offices and other branches are interdependent and hence affects CRM practices.

The age group of banks' branch manager and his/her relationship with supporting groups are interdependent. In nutshell, the overall ratings of CRM practices are partially conduct on bankers' experience and size of the staff.

The age group of selected branch managers is independent considering available infrastructure, branch's customer focus, efforts in satisfaction of needs of customers' segments and offering of banking products, but it differs in case of his/her experience in efforts to satisfy needs of various segments and offering of banking products; size of the staff of the branch influences only the aspect of its efforts of satisfying all customer segments'. In nutshell experience of banker and size of the staff of branch to some extent influences overall rating of bankers' in implementation of CRM practices.

Mixed results in bankers' overall rating was found as implementation of CRM practices was found to be dependent on case of criteria of establishment of courteous relationships only considering their age group but in case of their communication to customers through Internet, it is interdependent but certainly linked to bank managers' experience and size of the staff and branch. The similar trend was found in case of 'Maintenance of Database' by the branches. The age group of banker and size of staff are independent in accepting the fact that only customer service department is responsible for CRM practices.

The bank managers' have rejected the statement of CRM as a promotional stunt in the banking sector. In fact, experience of bank managers' size of staff directly influences CRM practices and his/her overall rating with regard to selected items such as evaluation of performance of branch considering customer service an reward to branch; CRM as a promotitional tool in the banking sector; provision of door step services as a part of CRM, and well