



Customer Relationship Management in Banking Sector

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Abstract:-

Customer relationship management is an overall business strategy that enables the organization to maintain good relationship with customers. Customer is considered as the king of the market. There is a unique relationship between customers and banks. Some banks are still following traditional marketing because of many reasons such as lack of training, risk of failures etc. and on another hand; some are adapting CRM to maintain profitable relationship with customers. In this competitive era customers have a lot of choices they are generally not loyal to any organization, so with the implementation of CRM in banking sector customers can be retained for long period. CRM is concerned with creation, establishment and enhancement of customer relationship to maximizing the value of customers. The implementation of CRM has changed the bank culture to result oriented from task oriented. But still organizations are facing some problems in implementing of CRM such as evaluation of customer perception is not an easy task. This paper highlights the challenges facing by banking sector. The purpose of this research is to examine the relevance of CRM and impact of CRM in Indian banking sector.

Keywords: -Banking sector, Customers, Customer relationship management, Information technology, customer satisfaction, loyalty

Introduction: -The concept of customer relationship management started in 1970s. Customer relationship management enables the banks to identify and fulfils the customer needs and desires. Let us first examine Who is a customer? Customer can be an individual, groups of individuals or organizations, government, agents etc. We can say that a customer is a legal entity who has some financial relationship with the banks. Customer relationship management is a marketing strategy that helps in acquiring new customers, increasing revenues, reducing the cost of sales, win back the lost customers and creating values to customers. The aim of CRM is collection of information about customer behavior through channels of communication to provide right



product or service at right place and time. Identifying customer behavior is a typical task as it changes very frequently, so monitoring over the changing behavior is a challenge for banks. Building and maintaining deep -rooted relationship with customers is a comprehensive process. In all economy banks play an important role by creating saving habits among customers and also providing financial assistance to traders, industrialists, service providers.

Banking sector is a consumer oriented as consumer is main focus of banks. Banks segregate the customers into a different group according to some criteria like their different needs and behavior in order to serve them properly. In today's era information technology make this task easy in collecting data from individual customers to study and look over the pattern of individual behavior in order to win the trust, satisfaction and customer loyalty. Nowadays banking sector starts realizing about the importance of CRM for establishing, maintaining and retaining of customers to maximizing the profits. Every banking sector should consider consciously investment in CRM in order to achieved wishful results.

Customer Relationship Management (CRM): -Customer relationship management is the core business strategy that integrates internal and external functions to create and furnish value to customers. CRM is a strategy to get the information about the customer's behavior and requirements in order to establish long term profitable relationship with customers. Banking sector by adopting CRM analyze each and every customer separately and uniquely so that trust of customers, customers satisfaction and long-term loyalty of customers can be achieved. Customer relationship management is a commitment of banks to place the customers in the heart of the organization. CRM is a customer centric approach, its ultimately objective is handling of different customers through identification and understanding of differentiated needs, behaviors and preferences of customers.

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Banks that wants to grow the scale of business and improve its profitability should consider the following challenges are:

1. Acquiring of new customers and retention of existing customers more cost effectively.
2. Win back the trust of lost customers.
3. Increasing profits from existing customers.
4. Reducing the cost of sales.



Sources:<https://www.quora.com/What-are-the-characteristics-of-CRM>

Review of Literature: -

Customer Relationship Management (CRM) has become one of the most dynamic technology topics of the millennium.

Peppers and Rogers (1999) argued that other organizations view CRM as a tool, which has been particularly designed for one-to-one customer communications, which is the function of sales, call centers or the marketing departments.

Puccinelli (1999) looks the financial services industry as entering a new era where personal attention is decreasing because the institutions are using technology to replace human contact in many application areas. Over the last few decades, technical evolution has highly affected the banking industry

Bose (2002) noted that CRM was invented because the customers differ in their preferences and purchasing habits. If all customers were alike, there will be little need for CRM. As a result, understanding customer drivers and customer profitability, firms can better tailor their offerings to maximize the overall value of their customer portfolio (Chen and Popovich).

Chen and Popovich (2003), CRM is not a concept that is really new but rather due to current development and advances in information and enterprise software technology, it has assumed



practical importance. The root of CRM is relationship marketing, which has the objective of improving the long-term profitability of customers by moving away from product-centric marketing.

Greenberg (2004), CRM generally is an enterprise-focused endeavor encompassing all departments in a business. He further explains that, in addition to customer service, CRM would also include, manufacturing, product testing, assembling as well as purchasing, and billing, and human resource, marketing, sales and engineering.

Frow and Payne (2004) added that CRM stresses two-way communication from the customer to the supplier to build the customer over time. The two-way communication has been enhanced greatly by advances in technology particularly the Internet.

Objective of study: -

- To study the relevance of customer relationship management in banking sector.
- To examine the benefits of implementation of customer relationship management in banking sector.
- To investigate the impact of technology on performance of commercial banks.
- To know the challenges faced by banking sector in providing better facilities and maintaining good relations with their customers.

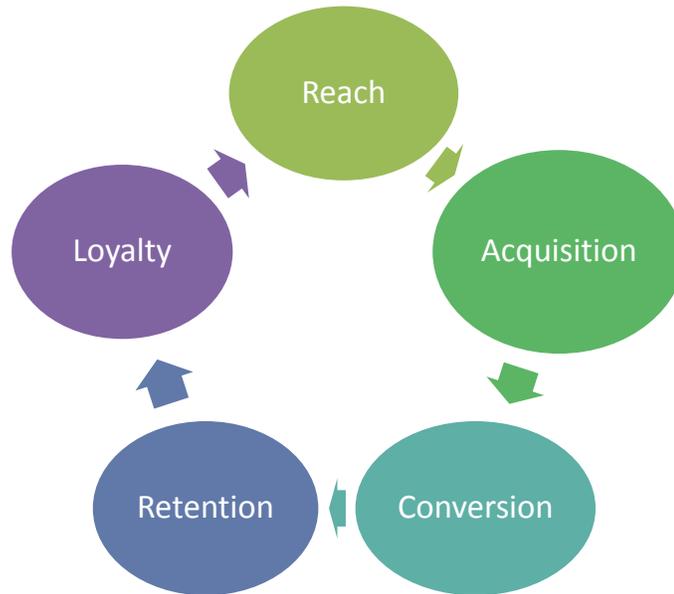
Research Methodology: -

This is a descriptive research paper based on secondary data from various sources such as reports, journals, websites, magazines, books and newspaper etc.

Objective of customer relationship management: -

1. To attracting the new customers.
2. To retention of existing customers.
3. To build the trust of customers towards banking sector.
4. To maintain personal relationship with customers, personal relationship in the sense that banks deals with each customer in different and unique manner.
5. To interact with customers through various communication channels to create value for customers.
6. To deal the customers with respect, attention and polite manner.

Customer life cycle: -Customer life cycle comprises of customer acquisition, customer development, customer satisfaction and customer retention.



Sources:<https://www.zendesk.com/blog/crm-process/>

i. Customer Acquisition: -

In this competitive era, acquisition of customers is a complex process. We should use some strategies to attract the new customers like customer relationship management is a good business strategy to grab the opportunities available in market.

ii. Customer Development: -

Customer development involves availability of products to customer according to their own choices and wants. Customer development can be achieved by providing right product at right place and right time.

iii. Customer Satisfaction and Loyalty: -

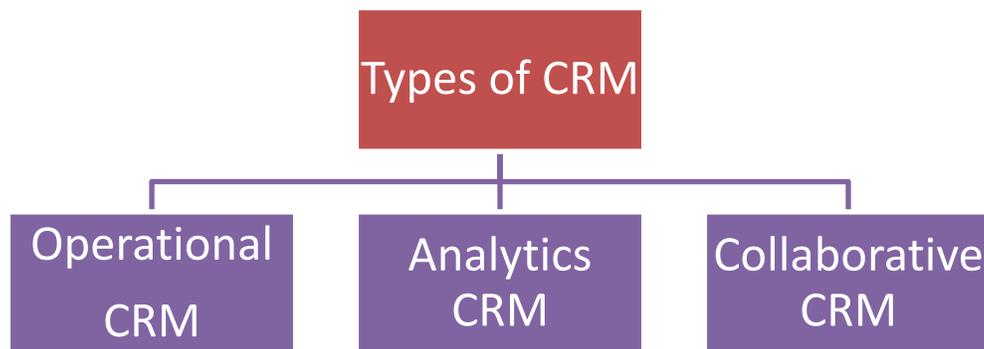
As traditional marketing was based on earning more and more profits only by selling the products but now in modern marketing along with selling the product to customer for profits,

customer satisfaction is equivalent important. CRM in banking sector proves beneficial in boosting the loyalty of customers and customer's satisfaction.

iv. Customer Retention: -

The cost of acquiring new customer is far higher than the cost of retaining existing ones. Every organization should make efforts to build and retain customers for longer period.

Types of Customer Relationship Management: -



I. Operational CRM: -Operational CRM gives you a complete picture of each customer journey. Operation CRM can automate lead scoring and win profitability, so that you know which leads to nurturing with automations. Operational CRM provides automation features like sales automation, marketing automation and service automation.

Benefits of Operational CRM are:

- Boosting market processes
- Enhancing internal communication
- Increasing customer satisfaction and revenue

II. Analytics CRM: -Analytics CRM analyzes the each and every customer data, maintains it and provides it for reports. Now Information technology make it easier to gather large quantities of customer data. By analyzing this gathered information, we can understand which factors are responsible for customer retention and what problems customers are facing and what factors are beneficial in boosts up the sales.

Benefits of Analytics CRM are:

- Understanding the customer behavior better
- Boosts customer loyalty
- Accurate financial forecasting and planning



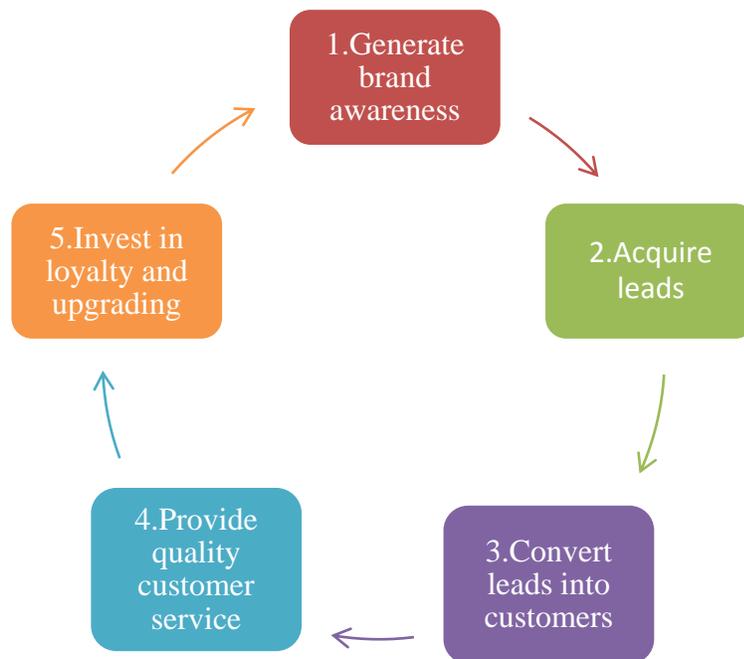
III. Collaborative CRM: -Collaborative CRM are also known as strategic CRM that focuses on customer satisfaction, customer service and customer retention than customer acquisition. To deal with the customers and managing business activities, banking sector should invest in collaborative CRM. To increase the profits, customer satisfaction and royalty various departments in the organization like sales department, marketing department, finance department shares information with each other.

For example, Feedback from a customer collected by technical support team will help marketing team to suggest more suitable products or services to the customer.

Benefits of Collaborative CRM are:

- Improves customer service
- Retaining of existing customers
- Customer data available for multi-channel interactions

Customer relationship management process: -



Sources: <https://www.zendesk.com/blog/crm-process/>



There are five steps of CRM process are:

- 1. Generate brand awareness:** -The first step of CRM is how to introduce prospective clients to your business is by building brand awareness. There is a lot of competitors in the market so marketer should create brand awareness among customers in the market that this particular brand is also exists in the market. Generally, it is the introduction of your business to customers.
- 2. Acquire leads:** -CRM process is just begun from introducing your brand to potential customer. While introducing the brand marketer should encourage the customers to learn more about your business to attracts towards your brand. Marketing campaign are also helpful to influence the customers.
- 3. Convert leads into customers:** -The next step of CRM process is conversion of leads into customer. This is the step where you actually see the profits of an effective CRM strategy. When customers are interested about your brand then now it's time to turn those leads into actual customers.
- 4. Provide quality customer service:** -To maintains the customer relevancy providing quality customer service is imperative step. It is of extreme importance to understand what changes are required to improve customer experience.
- 5. Invest in loyalty and upgrading:** -The final step in CRM process is to provide support to customers to boost up the loyalty of customers. In addition to retaining the customers for increasing profits another way is to focus on upgrading their purchasing order by switching their shopping habits to more luxury products or services.

Components of Customer Relationship Management: -

- 1. Human Resource Management:** -Human resource management is an important component of CRM as employees of the organization are considered as crucial assets. Human resource management helps in analyzing the skills of employees in different situations across the organization. So HRM assists in successful implementation of CRM.
- 2. Customer Service:** -Customer service section gathers information and data about the customers purchase behavior, their needs and wants as well as shares this relevant information with concerned departments. This helps in building good relations with customers.



3. **Sales Force Automation:** - Sales force automation is the essential component of CRM which forecasts the sales and recording sales processing. With the help of sales force automation, it is very easy to determine revenue generation opportunities.
4. **Marketing:** - Customer relationship management assists the marketing by effectively implementation of promotion strategies. Marketer actively track the data about every customer to improve customer understanding and enhancing the customer loyalty.

Positive effects of CRM in banking sector: -

Customer relationship management has a very vital role in the banking sector in establishing, maintaining and retaining of customers as well. Positive effects are as follows:

- i. Information obtained through CRM is speedy and exact.
- ii. Understanding customer behavior and their needs and desires, so that product or service can be customized according to customer.
- iii. CRM is helpful in selling multiple products of banks such as deposits, credits and investments etc.
- iv. CRM also helps in boosting the strong customer loyalty and good relationship with customers.
- v. Customer relationship management helps in selection of profitable customers.
- vi. Customer relationship management assists in improving efficiency and effectiveness of sales.
- vii. By using CRM, banks providing new technologies to customers such as mobile banking, ATM, E-cards etc.
- viii. CRM provides information about customers that helps in segmentation of market.

Problems of CRM in banking sector: -

Despite of many benefits of CRM, there are some problems that banking sector are facing such as:

- i. Evaluation of customer perception accurately is a very challenging task facing by banking sector.
- ii. In developing and retaining of customers loyalty requires huge cost.
- iii. The most common challenge is shifting of customer from one bank to another to take the benefit of interest rate if another bank offers higher interest rate.
- iv. CRM is also affected by frequent transfer of operational staff.



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- v. The other problem is that all customers are not ready to build a relationship with any organization, they have a perception that organization has collected that much personal information about them.

Conclusion: -The aim of this research was to study the impact of CRM in banking sector. CRM has been a focus point of modern marketing in recent years. The study of CRM play a crucial role in Indian banking sector in attracting the new customers and retaining of existing customers. The advancement of technology has changed the customer behavior and their perception also. Nowadays customers are demanding more satisfactory products and services. With the help of CRM, banks can easily fulfill the demand of customers at low cost. Banks should provide training to employees in order to develop positive attitude towards customers. The implementation of customers relationship management changes the bank culture from task oriented to result oriented. Banks should start treating their customers or clients as son-in-laws, so that their daughters (deposits and loans) will be happy and in turn bankers will also be happy and prosperous.

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