

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,

Open J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C.)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 3412 Cities in 173 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CHALLENGES OF MANAGING DEVOLVED FUNDS IN THE DELIVERY OF SERVICES: A CASE STUDY OF MOMBASA COUNTY <i>HADIJA ABDUMLINGO & DR. FRED MWIRIGIMUGAMBI</i>	1
2.	CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES FOR RETAIL BANKING IN INDIA <i>T. P. SARATHI, DR. S. E. V. SUBRAHMANYAM & DR. T. NARAYANA REDDY</i>	5
3.	STRATEGIC IMPLICATIONS OF CORPORATE SOCIAL RESPONSIBILITY INITIATIVES <i>ASHFAQ AHMAD & DR. N. P. SHARMA</i>	8
4.	STUDENT MOTIVATION, STUDYING AT HIGHER EDUCATION: A CASE OF BOTH UNIVERSITY <i>SHYNET CHIVASA & RODRECKCHIRAU</i>	12
5.	INSTITUTIONAL ANALYSIS ON POVERTY REDUCTION PROGRAM IN THE SOCIETY: A CASE STUDY OF NATIONAL PROGRAM FOR COMMUNITY EMPOWERMENT OF INDEPENDENT URBAN (PNPM-MP) IN SEMARANG, INDONESIA <i>MUNAWAR NOOR, DR. Y. WARELLA, DR. DR. SRI SUWITRI & DR. HARDI WARSONO</i>	18
6.	PREDICTING DEFAULTS IN COMMERCIAL VEHICLE LOANS USING LOGISTIC REGRESSION: CASE OF AN INDIAN NBFC <i>MOHIT AGRAWAL, DR. ANAND AGRAWAL & DR. ABHISHEK RAIZADA</i>	22
7.	RISK DISCLOSURE BY SELECT INDIAN BANKS WITH REFERENCE TO IFRS 7 / IND AS-32: A STUDY <i>DR. PRANAM DHAR</i>	29
8.	E-GOVERNANCE: EXPLORING CITIZEN'S BEHAVIOR IN INDIA <i>KOMAL CHANDIRAMANI & MONIKA KHEMANI</i>	38
9.	RECENT INITIATIVES TOWARDS CSR IN INDIA <i>ALPANA</i>	42
10.	HIGHER EDUCATION FOR SUSTAINABLE DEVELOPMENT: QUALITY PERSPECTIVE <i>DR. A. SUBRAHMANYAM</i>	46
11.	QUALITY MANAGEMENT PRACTICES IN MANUFACTURING SECTOR <i>SUPRIYA CHOPRA</i>	49
12.	PROBLEMS OF MUTUAL FUND IN INDIA <i>NEERAJ RANI ANEJA</i>	58
13.	HOMESTAYS FOR THE DEVELOPMENT OF TOURISM IN THRISSUR DISTRICT <i>HELNA K PAUL</i>	64
14.	MERGERS AND ACQUISITIONS IN BANKING SECTOR <i>NAND LAL</i>	68
15.	MEDICAL TOURISM OF INDIA: HIGH QUALITY & AFFORDABLE INTERNATIONAL PRICE <i>NAMAN PANWAR</i>	72
	REQUEST FOR FEEDBACK & DISCLAIMER	78

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), GuruGobindSinghI. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.GovernmentCollege, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VITUniversity, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, MaharshiDayanandUniversity, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES FOR RETAIL BANKING IN INDIA

T. P. SARATHI
ASST. PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES
SREENIVASA INSTITUTE OF TECHNOLOGY & MANAGEMENT STUDIES
CHITTOOR

DR. S. E. V. SUBRAHMANYAM
DIRECTOR

DEPARTMENT OF MANAGEMENT STUDIES
SREENIVASA INSTITUTE OF TECHNOLOGY & MANAGEMENT STUDIES
CHITTOOR

DR. T. NARAYANA REDDY
ASST. PROFESSOR

DEPARTMENT OF HUMANITIES
JNTU COLLEGE OF ENGINEERING
JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
ANANTHAPURAMU

ABSTRACT

The ability to maximize customer loyalty through close and durable relationships is critical to retail banks' ability to grow their businesses. As banks strive to create and manage customer relationships, several emerging trends affect the approach and tools banks employ to achieve sustainable growth. CRM is highly exercised in the industry like hospitality, services industry etc. but it is having equal importance in the retail industry also. The results of this research paper shows that the customers don't take a single second when it comes to change the preference and break the loyalty for an organization, in such a situation it the CRM of the organization which will compel the customers to visit the retail outlet again and again.

KEYWORDS

Customer Loyalty, Customer Relationship Management, Retail banking.

INTRODUCTION

The customer relationship management (CRM), essential and vital function of customer oriented marketing is to gather and accumulate related information about customers in order to provide effective services. CRM involves attainment analysis and use of customer's knowledge in order to sell goods and services. Reasons for CRM coming into existence are the changes and developments in marketing environment and web technology. Relationship with customers is a newly distinguished as a key point to set competitive power of an organization. Companies gather data related to their customers, in order to perform customer relationship management more effectively. Web has disclosed a new medium for business and marketing scope to enhance data analysis of customers' behaviours, and environments for one to one marketing have been enhanced. CRM lies at the heart of every business transaction.

CRM is about attracting, developing, maintaining and retaining profitable customers over a period of time. In this increased heightened global competition arena, the new ways of working are firmly shifting into the hands of paying customers and organizations adapting to e-CRM to CRM, With all of these changes, businesses have rediscovered that, in the face of increasing competition and customer's demands, treating existing customers well is better and cheaper than trying to find new ones. That means that a company needs to target and serve its customers on an individual basis by building long-term relationships with them. The relationship is, of course, made up of a continuing series of collaborative interactions. So instead of trying to find more customers for its products, a company should try to find more products and services for its customers.

Today lots of people are saying that they understand what building one to-one customer relationships is about, but then they speak about database marketing, call centres, Web sites or e-commerce. The fact is a one-to-one customer relationship program might include some, all, or none of those features.

Today, more than ever before, fundamental change in the way banks interacts with the customers they have - and those they want to acquire. How can a retail bank drive growth? Traditionally, banks have grown through an aggressive strategy of acquiring direct competitors and taking over their branch networks. Today, that strategy is no longer sufficient, since it doesn't create organic growth for the financial institution. To build stronger customer loyalty, banks need improved customer knowledge to develop products and deliver services targeted at specific market segments resulting in more directed marketing, sales and service tactics continue to be an effective way to expand product offerings and service capabilities. However, retail banks will focus on acquiring businesses that have essential products or capabilities to complete the bank's portfolio of offerings.

REVIEW OF LITERATURE

Chantal rootman (2011)¹⁸ in their article they concluded that the body of knowledge concerning marketing, specifically services marketing, by investigating the influence of identified variables on the relationship marketing and customer retention of retail banks. The relatively large sample size of banking clients in the empirical investigation (n=637), the use of an advanced statistical technique, namely SEM, and the scope of the empirical investigation (as it was conducted in three countries) also add to the value of this study. This study made the identification and development of a conceptual model that outlines the most important factors that influence banks' degrees of relationship marketing and levels of customer retention possible. Therefore, it can be noted that this study contributes to the understanding of the factors that influence the success of banks' marketing efforts, including their relationship marketing focus and their customer retention levels. The study is also unique as it incorporates the viewpoints of both banking clients and bank managers. This was important to compare clients' viewpoints with those of bank managers.

CURRENT TRENDS AND DYNAMICS

One of the ways banks can achieve improved growth is by focusing on new markets, emerging demographic segments represent untapped revenue streams that can fuel a bank's growth, as this demographic group continues to pass through different stages of cultural assimilation into the United States market, financial

services companies need to address how to maximize their share of this emerging market segment. While it would be ideal to have a 12-month timeframe and \$50 million to establish Spanish-speaking capabilities like call centres or financial product lines, these are luxuries virtually no bank can afford in today's market. The need every bank has is how to respond quickly and at low cost. And this need is increasing all the time.

CREATING DEEP BUSINESS INSIGHT INTO CUSTOMER PREFERENCES

Customer loyalty that drives growth can only through a consistent customer experience. This means understanding each individual customer's needs and preferences. One of the largest challenges banks face is how to better understand their customers and provide personalized customer service. A "one-size-fits-all" customer strategy no longer works. Banks need to serve the rapidly diverging needs of all markets: aging baby-boomers, time-stressed mid-lifers and younger technophiles. Banks must move out of their "comfort zone" and develop services and products that address the specific needs of different market segments.

It is clear that financial service providers can no longer sustain growth and profitability targets through mass direct mail campaigns that deliver less than 1 percent response rates. Those that do will lose out to competitors implementing personalized communications that target the right customer, at the right time, with the right product or service. To optimize customer relationships and loyalty, banks need to integrate processes and technologies that enable them to build - and then act upon - a detailed view of what each customer wants. This will require highly skilled customer service professionals, with the right combination of linguistic, culturally aligned and financial services skills, as well as the ability to deploy customer service strategies quickly, efficiently and cost-effectively.

IMPROVING DISTRIBUTION AND CHANNEL MANAGEMENT

How are retail banks responding to intensified market competition? To take themselves to the next level of improved sales and service, banks are focusing on developing, implementing and integrating their channels more rapidly and efficiently. Their goal is to meet three objectives:

- a. Improved and more consistent service based on a full customer view
- b. Increased revenue through adoption of new products
- c. Improved profitability through lower product development and service costs

Forward-looking banks will simultaneously improve customer service quality and profitability by deploying an integrated CRM strategy. Deepening relationships with their customers means that banks must offer their products and services through appropriate delivery channels that appeal to their customers.

Deploying multiple channels and integrating them at the enterprise level give banks a consistent and full view of the customer. To be successful, this must include all service channels - both physical and virtual - including, call centers, Web, branch, kiosk, ATM, phone and mobile devices.

SAFEGUARDING CUSTOMER INFORMATION

Adding to this complexity, customer privacy and information security are under attack as never before. The threats come from many quarters - including increasingly sophisticated identity thieves, constant phishing expeditions by criminals seeking to trap unwary customers, and even "inside jobs" where staff sells customer data to criminals. Expanding legislative and industry requirements for customer security are also increasing costs for financial services companies. Compliance with customer information regulations is becoming increasingly complex as regulations are growing at all operating levels:

At the global level - The Payment Card Industry (PCI) Act requires a single set of information security standards and requirements for all payment organizations.

At the national level - The Act not only requires that financial institutions ensure the security and confidentiality of customer records and information but also requires companies to protect against anticipated threats and unauthorized access, which could result in substantial harm or inconvenience to a customer.

At the state level - The California Information Practice Act requires businesses in California to disclose any security breach that occurs to any California resident whose unencrypted personal information was, or is reasonably believed to have been, acquired by an unauthorized person. Against this ever-expanding background, it is vital that banks ensure their customer

REAPING THE BENEFITS OF A CRM SOLUTION

Faced with these numerous and varied trends, retail banks are reshaping the way they must interact with their customers. A fully integrated, enterprise wide CRM platform ensures banks have the core capabilities to take full advantage of their customer relationships and capitalize on these market dynamics, rather than losing out because of them. Based on decades of experience in developing CRM solutions for our clients, this has developed best practice business requirements for CRM systems. These best practices reflect business results a financial services company must obtain by implementing its CRM solution.

GAINING SALES MOMENTUM

In today's increasingly competitive environment, where maximizing organic growth is a bank's priority, sales momentum is essential to build this momentum, banks need to focus simultaneously on:

Increasing acquisition rates of new and emerging customer segments, improving retention of existing customers and saving "at risk" customers. Increasing profitability of customer relationships, either at the top-line through increased sales, or at the bottom-line through more cost-effective service. Improving integrated channel distribution strategies to get the right product, to the right client, at the moment the customer has the need. Maximizing the value and return from CRM investments that have already been made.

INCREASING ACQUISITION OF NEW CUSTOMERS

A CRM solution should help a bank target customers based on the "value" they bring to the bank, now and throughout the life of the customer (and beyond through "next generation" marketing). Banks need to ensure that their value propositions have traction with the right market segments. This will enable the bank to identify, target and capture new customers. Clearly, customer insight and strategy are the core differentiators for the bank. CRM solutions (people, applications, systems and processes must support these strategies to get the right products and services to the right customers.

IMPROVING RETENTION OF EXISTING CUSTOMERS

Customer retention can be achieved by enhancing customer satisfaction and loyalty, improving problem resolution, and creating the ability to identify and save "at-risk" customers. In fact, an "at-risk" customer actually represents a major opportunity for additional revenue - if handled correctly. However, the greatest danger for banks is either not identifying "at risk" customers or not having the capabilities to do anything to recover them.

For example, a customer makes a large withdrawal from his or her account. This may signal that the customer is switching funds to another bank. Or the customer may be buying a house, a boat, or paying college tuition, in which case there are clear opportunities to sell additional products or investments. The identification and treatment of this customer should reflect his or her lifetime value. CRM-driven techniques will help retain customers and can migrate mere "account holders" into loyal, long-term, profitable customers.

INCREASING THE PROFITABILITY OF CUSTOMER RELATIONSHIPS

Boosting revenues requires improving the product pipeline and close rates, while reducing sales and service costs. On the revenue side, the bank's CRM solution should use customer intelligence to target specific offers and manage marketing campaigns for a high likelihood of acceptance. Customer treatment strategies should be fully integrated with a CRM platform and the processes to support them. On the cost side, better channel management, CRM automation and integration will help increase the efficiency and effectiveness of sales and service.

IMPROVING DISTRIBUTION AND CHANNEL MANAGEMENT

To win profitable customers and build long term relationships with them, banks need to have the right insight, products and services for the right customer at the lowest possible cost. From call centres to Web sites, every one of a bank's multiple channels must be scalable, flexible, low-cost and fully integrated with all the other channels. This is the only way to consolidate customer information and provide consistent treatment across the enterprise. Each of the bank's channels must also be able to accommodate change and adapt to future trends in the marketplace.

MAXIMIZING THE VALUE OF PAST CRM INVESTMENTS

As new technologies and channels emerge, the need to control costs and maximize the ROI from existing CRM investments raises many questions: How can a bank lower its operational cost structure while leveraging the newest technologies - such as interactive voice recognition-based routing - to improve service quality and customer experience? How can it manage its customer service/ call centre workforce more efficiently and effectively - in an era when a major call centre has to handle tens of millions of calls a year from a vastly diverse spectrum of customers? How can the bank's investment in customer care be refocused to create a permanently lower and more flexible cost base - perhaps through use of a common platform, technologies and processes? With intensifying competition putting pressure on increasing required customer service levels and improving top-line revenues, investment in new capabilities to make the customer relationship stronger and more profitable is critical for future growth. However, it is important for banks to maintain a tight rein on their costs while deploying these solutions.

CONCLUSION

Retail banks are facing increasing pressure to increase their growth rate, this is how we may be able to help your institution optimize the value and loyalty of your customer relationships, increase top-line growth and use customer knowledge into competitive advantage, while dramatically reducing operating costs. With intensifying competition threatening banks' revenues and putting downward pressure on operating margins and profits.

How can banks leverage their most important asset - their customers - to accelerate organic growth? Banks have learned how and why customers interact with their bank and what they are looking for when they do. We have to apply this deep practical knowledge to develop a CRM solution specifically for the retail banking industry.

Banks can achieve real business results, including the following: Delivering more consistent service based on a full view of the customer increasing the adoption rate of new products Lowering product development and service costs Deploying customer channels more rapidly and efficiently

Our deep knowledge in implementing CRM solutions for global financial services clients has positioned us as a recognized leader in optimizing the customer experience. We help companies around the world transform their businesses and embrace new opportunities.

REFERENCES

1. Arvind Bondre, Dr. S. N. Pinjarkar (2007), "Marketing Management-I", YCMOU
2. Bose B.S. (2003), "Handbook of Marketing Management", Himalaya Publishing House, New Delhi.
3. Bose, R. (2002), "Customer relationship management: key components for IT success", Industrial Management & Data Systems, Vol. 102 No.2, pp.89-97
4. Galbraith, J. R.(1997), Organization Design. Addison-Wesley Publishing Company: Reading Massachusetts.
5. Newell, F. (2000), Loyalty.com: CRM in the Age of Internet Marketing, McGraw-Hill, New York, NY.
6. Peck, H., Payne, A., Martin, C. and Clark, M. (1999): Relationship marketing strategy and Implementation, Butterworth-Heinemann, Oxford.
7. Peck, H., Payne, A., Martin, C. and Clark, M. (1999): Relationship marketing strategy and implementation, Butterworth-Heinemann, Oxford
8. Philip Kotler(2006), Marketing management, 12th edition, Pearson Prentice Hall,
9. Sontakki C. N. (2003), "Marketing Management", Kalyani Publishers, New Delhi
10. Stanton W. 1. Etzel M. I., Walker B.1. (2005), "Fundamentals of Marketing", McGraw Hill Publications, New Delhi.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

