

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**IMPLEMENTATION OF E-CRM PRACTICE IN A NATIONALIZED BANK**

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**CUTTACK**

**ABSTRACT**

The Customer Relationship Management (CRM) is essential and vital function of customer oriented marketing. Its functions include gathering and accumulating customer-related information in order to provide effective services. e-CRM is a tool of IT sector but also the key strategy to electronic commerce. e-CRM is a combination of software, hardware application and management commitment. Aim of e-CRM system is to improve customer service, develop a relationship and retain valuable customers. e-CRM is a concern for many organizations especially in banking sector. This paper aimed to examine the implementation of e-CRM practices in Indian banking services. Through several analyses on the differences, several demographic indicators were tested against the implementation of e-CRM. In attempting to explore the outcome of e-CRM implementation, two constructs focusing on information technology & information system, and service support were selected for the purpose of analyzing their influence on the e-CRM. The administration of data was performed by using self-administered questionnaire where data were collected cross-sectionally by using purposive sampling. A quantitative survey was completed by assessing 90 respondents among the staff of SBI in Odisha state from 6 branches. The finding generated from the investigation is expected to provide useful insights to the banking industry and SBI in particular in determining factors that can influence the understanding of e-CRM. The result indicated that of the seven selected demographic indicators, all of them demonstrated that there were no significance difference as to their understanding and implementation of e-CRM. The evidence from the survey is expected to provide an insight about the importance of e-CRM in strengthening the banking industry.

**KEYWORDS**

CRM, E-CRM, IT, Sales, Marketing.

**INTRODUCTION**

E-CRM (Electronic Customer Relationship Management) is known as the use of electronic devices in attracting, maintaining and enhancing customer relationships with the organization. With the widespread of Internet, e-CRM can enhance the efficiency and effectiveness of communication and relationship management between organizations and customers. Computers, information technology and networking are fast replacing labor-intensive business activities across industries and in government. Since the early 1990s, the computer, the Internet, and information technology have been merged to become a viable substitute for labor and paper intensive banking processes between and across commercial banks. This has been seen in the widespread use of the ATM, credit cards, debit cards, smart cards and lending through e-CRM via the Internet. This type of computer-based bank-to-bank, bank to consumers and consumer-to-consumer transactional and informational exchange has been referred to as Electronic Commerce (EC). Elias M.(2000). Scullin et al., (2002) believes that increased customer loyalty, information accumulated by e-CRM system helps organizations to identify the actual input cost of winning and retaining long lasting relationships with customers. Internet and e-business are accountable for e in the e-CRM. It is essentially about conveying increased value to customers and to do business through digital channels. Dramatically all business are becoming a part of whole business. At present new things are possible which are in need of new technologies and skills. (Friedli, 2003).

**OBJECTIVES OF THE STUDY**

The significance of this investigation lies in the expected contribution to the understanding of e-CRM in promoting the attractiveness of SBI bank to serve its customers. Specifically, this research seeks to identify purpose of customer relationship management, the perceptions of implications of having good services and implications of having good relationship with customers that will lead the company to achieve its goals. Besides, this study may provide ideas on how to solve the problems in managing marketing effectiveness toward sustaining business competitiveness. Thus focusing on the understanding of e-CRM among SBI bank staff in all branches within the state of Odisha assumed to be critical as customer's information could be lost when CRM does not been seriously implemented by all staff of the organization.

**RESEARCH OBJECTIVES**

The research objectives are as follows:

- To examine the implementation of e-CRM concept among the banking staff.
- To investigate the differences between the demographic profiles (gender, age group, working experience, marital status, salary scale, education level, and job position) with the implementation of e-CRM.
- To investigate the relationship of the IT and IS in e-CRM.
- To investigate the relationship between marketing approach and the understanding of e-CRM.

**LITERATURE REVIEW**

Customer Relationship Management (CRM) is still at the infancy stage. It is a concept that seeks to build long term relationships with customers. Through CRM initiatives it is expected to gain confidence and loyalty of the customer. The concept of CRM demands the sharing of customer combination management through the positioning, value added strategies and reward, which aimed at sharing with customer (Wayland and Cole, 1997). Thus, the five best ways to keep customer coming back are: be reliable, be credible, be attractive, be responsive and be empathic (Leboeuf, 1987).

Internet and e-business are accountable for e in the e-CRM. It is essentially about conveying increased value to customers and to do business through digital channels. Dramatically all business are becoming a part of whole business. At present new things are possible which are in need of new technologies and skills. (Friedli, 2003).

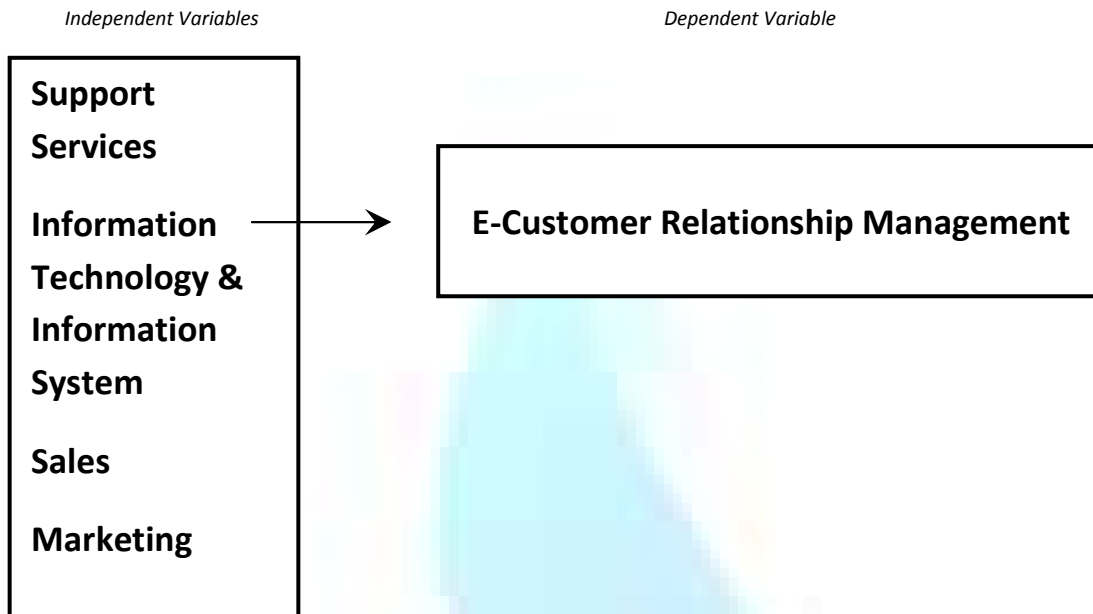
Dyche, (2001) described that e-CRM is combination of software, hardware, application and management commitment. E-CRM can be different types like operational, Analytical. Operational e-CRM is given importance to customer touch up points, which can have contacts with customers through telephones or letters or e-mails. Thus customer touch up points is something web bases e-mails, telephone, direct sales, fax etc. Analytical CRM is a collection of data and is viewed as a continuous process. It requires technology to process customer's data. The main intention here would be to identify and understand customers demographics pattern of purchasing etc in order to create new business opportunities giving importance to customers.

Vital and important key point is that e-CRM takes into different forms, relying on the objectives of the organizations. It is about arranging in a line business process with strategies of customers provided back up of software's. (Rigby et al, 2002). According to Rosen.K, (2000) e-CRM is about people, process and technology and these are key paramount to success.

Traditional definition of e-CRM according to Stanton et al. (1994) is to include attitude for entire business. Like identifying and defining the prime goal to everyone in the organization and creating a sustainable competitive advantage. Their study explores how e-CRM enhances the traditional definition of marketing concepts and enabling the organizations to meet their internal marketing objectives.

**RESEARCH METHODOLOGY**

The study which is descriptive in nature was designed to explore how e-CRM can be interpreted as a process of digitizing a staff's knowledge about his or her customers. In addition with the selection of several identifiable variables as in the framework below, it is expected to develop long term and sustainable customer relationship that add value for both the customer and the company.

**THEORETICAL FRAMEWORK****FIGURE 1: RESEARCH INVESTIGATION FRAMEWORK**

The research framework was adopted from West (2001). The identifiable independent variables assumed to be crucial components in supporting and maintaining the whole CRM process. e-CRM which is the core part of the framework includes general discussion, concept, and managerial aspects of CRM. Marketing is the function most often associated with CRM. It also described the evolution of e-CRM from direct sales to mass marketing, target marketing, and then to customer relationship marketing thus emphasizing that marketing and CRM are inseparable. The sales function is direct interaction with customers, which makes up e-CRM. It is important to develop sales strategies at the customer level to build and maintain relationships with customers to achieve revenue goals. High quality customer support service is the key to improving customer retention rates and maintaining a good relationship with customers. In a competitive environment, companies must know to fulfill the needs of each customer quickly and accurately. IT and IS play a key role as they can be used to automate and enable some or all e-CRM processes. Moreover, the use of IT and IS can enable the collection of the necessary data to determine the economics of customer acquisition, retention, and life-time value.

**HYPOTHESES**

- H1 – There is a significant difference between demographic profiles with e-CRM implementation.  
 H2 - There is a significant relationship between support service strategies with e-CRM understanding.  
 H3 - There is a significant relationship between information technology and information system strategies with e-CRM understanding.  
 H4 - There is a significant relationship between sales, marketing with e-CRM understanding.

**SAMPLING PROCEDURES**

The execution of sampling procedure strategies involved deciding the target population from sampling frame generated by the human resource department. The purposive sampling technique was adopted using the sample size of 90 out of 195 staff working in SBI from 6 branches. The selection of sampling units is left primarily to the interviewer. Questionnaires were distributed after determining the potential respondents from each of the branches. Understanding the nature of operational task of the participants, each of them was given approximately one week to respond. The significance of using purposive sampling is more appropriate as the sampling units are accessible and cooperativeness of the respondents was assured.

**INSTRUMENTATION AND DATA COLLECTION PROCEDURES**

The process of finalizing the research instrument went through a pilot study where 30 staff was selected. Through several discussions with the manager, some improvement of the items was introduced. The researcher used questionnaire as survey instrument to collect cross-sectional data for the study. The questionnaire has been distributed to each respondent personally through the appointed representative. The questionnaire consists of five sections, which are A, B, C, D, E and F. Section A asking about questions of demographic background such as position, gender, age and marital status. Section B included the question about understanding of e-CRM. Section C has generated information about marketing. For section D, the researcher needs to know about IT & IS. As for section E, the items cover on how the employees increase the sale to reach the target. Last but not least, in section F, researcher has asked respondents about the support service that has been given to customers.

**FINDINGS****RELIABILITY ANALYSIS**

The data collected was subjected to the reliability analysis to establish the reliability of measure. The result for the reliability test for e-CRM, Marketing, Information technology, service, and sales found to be reliable based on the alpha value of 0.859, 0.880, 0.862, 0.835, and 0.888 respectively. Few of the items have to be dropped from the analysis due to the issue of multicollinearity of the items measured.



TABLE 1: RESPONDENT'S PROFILE

Category	%	Freq.	Category	%	Freq.
<b>Gender</b>			<b>Educational Level</b>		
Male	45	50	Intermediate./Certificate	35	38.9
Female	45	50	Diploma	50	55.6
			Degree	5	5.6
<b>Age</b>			<b>Working Position</b>		
18-29 Years	16	17.8	Manager	5	5.6
30-39 Years	40	44.4	Executive	16	17.8
40-49 Years	34	37.8	Non Executive	64	71.1
			Asst. Executive	5	5.6
<b>Marital Status</b>			<b>Working Experience</b>		
Single	74	82.2	2 Years & <	5	5.6
Married	16	17.8	2- 6 Years	24	26.7
Others			6 – 10 Years	29	32.2
			10- 15 Years	15	16.7
<b>Salary</b>			15 Years & >	17	18.9
Rs.7500 & <	59	65.6			
Rs.7500-Rs.10499	30	33.3			
Rs.10500- Rs.13499	1	1.1			
Rs.13500 & >					

Table 1 above showed the profile of the respondent for this study. Both genders were equally represented. Considering the respondents' age distribution, 44.4% were those between 30-39 years old. However, those between 18-29 years old made up only 17.8% of the sample. The representation on marital status of the respondent, displayed that 82.2% were married, followed by the respondents who were single (17.8%).

Analysis from the aspect of education level exhibited that 38.9% have Intermediate/ Diploma, 55.6% of the respondents have Bachelors Degree, and 5.6% of the respondents have further Degree such as Master. A total of 71.1% of the respondents were convergent to the group of work who are in the group of non-executive, 17.8% were from executive, 5.6% were from manager and assistance executive respectively.

Looking at the working experience, 32.2% of the respondents have been working between 6 -10 years. Respectively those with 2 to 6 years, 15 years & above, 10 to 15 years, and less than 2 years of working experience were 26.7%, 18.9%, 16.7%, and 5.6% represented. Attempt was initiated to get the involvement of more senior managers to participate. The analysis revealed that 65.6%, 33.3%, and 1.1% of the respondents earned an income of Rs. 7500 –Rs. 10499, Rs. 10500 – Rs. 13499, and Rs. 13500 – Rs. 14499 respectively representing the sample.

**ANALYSIS OF DIFFERENCES**

Based on the distribution of samples collected, the analysis of differences was conducted by using several techniques that satisfy the basic statistical requirement. Among the technique used were: T-test, Mann-Whitney U, and Kruskal-Wallis.

TABLE 2: T-TEST FOR TESTING DIFFERENCES BETWEEN GENDER AND E-CRM

Variable	Gender	N	Mean	Sig. (2-tailed)
e-CRM	Male	45	3.48	.707
	Female	45	3.53	
Know about e-CRM	Male	45	3.44	.814
	Female	45	3.49	
Good e-CRM lead high quality	Male	45	3.11	.063
	Female	45	3.49	
e-CRM easy to cooperate	Male	45	3.11	.663
	Female	45	3.20	
e-CRM improve relation with company	Male	45	3.91	.362
	Female	45	3.73	
e-CRM improve relation with customer	Male	45	3.33	.640
	Female	45	3.42	
<b>Updating knowledge about e-CRM</b>	<b>Male</b>	<b>45</b>	<b>4.18</b>	<b>.028</b>
	<b>Female</b>	<b>45</b>	<b>3.76</b>	
e-CRM software effective locating customer information	Male	45	3.67	.825
	Female	45	3.71	
e-CRM let know about characteristics	Male	45	3.11	.063
	Female	45	3.49	

T-test was performed to analyze the differences between gender as to their understanding of e-CRM. As a whole there was no significant difference regardless of gender status. However among the measurement, items concerning updating of knowledge about e-CRM displayed the significant difference at sig. value of 0.028. In this particular item the mean value for men is 4.18 demonstrated its difference at significant level of 5% as compared to the female mean value of 3.76. There were other items that indicated close to significant difference such as e-CRM lead to high quality (0.063), and e-CRM let me (staff) know more about customer characteristics (0.063). The rest of other measureable items indicated the value of no differences.

TABLE 3: KRUSKAL-WALLIS PROCEDURE FOR TESTING DIFFERENCES BETWEEN AGE GROUP, SALARY CATEGORY, HIGHEST EDUCATION LEVEL, WORKING POSITION, WORKING EXPERIENCE, WITH e-CRM

Variables	Sig. Value (2-tailed)				
	Age	Salary	Education Level	Working Position	Working Experience
e-CRM	.889	.810	.180	.899	.949
Know about e-CRM	.891	.819	.184	.455	.999
Good e-CRM lead high quality	.177	.663	.080	.976	.861
e-CRM easy to cooperate	.223	.143	.259	.494	.478
e-CRM improve relation with company	.780	.348	.119	.851	.847
e-CRM improve relation with customer	.574	.806	.834	.769	.551
<b>Updating knowledge e-CRM</b>	.096	.644	.560	.120	<b>.015</b>
e-CRM software effective locating customer information	.456	.788	.732	.423	.475
e-CRM let know about characteristics	.177	.663	.080	.976	.861

For other demographic profiles like age group, salary category, highest education level, working position, and working experience, analysis of differences were tested by using Kruskal-Wallis. Analysis of these profiles clearly indicated that there were no significant differences as to the understanding of e-CRM. However among the measurable items used, items concerning updating knowledge on e-CRM indicated the value of differences at sig. value of 0.015. It also provides a value of close to differences when testing the similar item with the age group. Other analysis that displayed the value close to significant differences is the believed that good e-CRM lead to high quality (0.080) when tested with highest education level.

TABLE 4: MANN- WHITNEY U TESTING OF DIFFERENCES BETWEEN MARITAL STATUS WITH e-CRM

Variables	Marital Status	N	Mean Rank	Sig. (2-tailed)
e-CRM	Married	74	45.64	.915
	Single	16	44.88	
Know about e-CRM	Married	74	45.16	.777
	Single	16	47.06	
Good e-CRM lead high quality	Married	74	44.78	.543
	Single	16	48.81	
e-CRM easy to cooperate	Married	74	43.85	.178
	Single	16	53.13	
e-CRM improve relation with company	Married	74	46.36	.482
	Single	16	41.53	
e-CRM improve relation with customer	Married	74	46.56	.376
	Single	16	40.59	
Updating knowledge e-CRM	Married	74	47.09	.189
	Single	16	38.13	
e-CRM software effective locating customer information	Married	74	44.55	.438
	Single	16	49.88	
e-CRM let know about characteristics	Married	74	44.78	.543
	Single	16	44.88	

Another testing procedure used for the analysis is Mann- Whitney U. Referring to the scores in table 4, the result revealed that there were no significant difference when comparing the marital status with the understanding of e-CRM. Further reviewing on each measurable items provides similar finding.

TABLE 5: CORRELATION ANALYSIS

	Marketing	IT	Service	Sales
e-CRM				
Pearson Correlation	.952(**)	.604(**)	.549(**)	.455(**)
Sig. (2-tailed)	.000	.000	.000	.000

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 5 above displayed a very strong relationship between e-CRM and marketing (r=.952), and the p value indicated that there was a significant relationship between e-CRM and marketing (sig. value of 0.000, p<0.01). As for the correlation between IT & IS, Support Service, and Sales, with e-CRM, the strength of relationship indicated the magnitude of moderate. The value of 0.604, 0.549, and 0.455 displayed in table 5 suggested their relationship. With this relationship the p-value provide evidence that each of the four identifiable variables demonstrated their significant relationship with e-CRM.

**MULTIPLE REGRESSION ANALYSIS**

TABLE 6: MODEL SUMMARY OF THE RESEARCH FRAMEWORK

Model	R	R-Square	Adjusted R-Square	Std Error of estimate	F Change	Sig. Value
1	.954(a)	.911	.907	.20184	217.555	.000

- a. Predictors: (Constant), Mean SERVICES, Mean MARKETING, Mean SALES, Mean IT&IS
- b. Dependent Variable: Mean e-CRM

Our analysis used the R value in the model summary of the multiple correlation coefficients between the entire predictor variable and the dependent variable. As indicated in table 6, the value of adjusted R-square was .907 which provides an indication that 90.7% of the variance in the dependent variable is explained by the independent variable in the above table. Only 10 % of the model was unexplained.

TABLE 7: COEFFICIENTS CORRELATION

Variables	Beta	Asym-Sig(2-sided)
Marketing	0.899	0.000
IT	0.041	0.360
Service	0.061	0.195
Sales	-0.006	0.887

a Dependent Variable: M\_e-CRM

The above coefficients values indicated the increase in the value of the dependent variable for each unit increase in the predictor variable. The unstandardized coefficient for IT & IS value of 0.044, suggested that for each percentages rise in IT&IS, e-CRM will increase by 4.4%. Meanwhile the percentage for e-CRM will increase 0.5% when each percentage rises in sales. Concerning the support services, it indicated that each percentages rise in support services will increase e-CRM by 5.2% and each percentages rise in marketing will increase e-CRM by 84%. Only marketing is statistically significant predictor for e-CRM.

## DISCUSSION AND CONCLUSION

Business environment is getting more competitive. It is a trend that customers are making their buying decision on the basis of relationship that they have with the company (Adke and Dhande, 2011). Thus understanding the differences on the profiles will provide an interesting database for decision making. Our analysis clearly demonstrated that there were no significant differences on the seven (7) selected profiles as to the understanding of e-CRM. Only one of the instruments concerning updating of knowledge on e-CRM revealed some possibility of differences. Thus with these evidences, it would be much easier for the bank management to lay out vision and strategies in strengthening its operation within the changing needs of the market and economic forces.

The finding provides a strategic framework to SBI in acknowledging the critical contribution of e-CRM for establishing stronger customer relationship. The evidence generated from the regression analysis clearly indicated that 91% variation in e-CRM can be explained by variation in overall independent variables (marketing, sales, IT & IS and support service). In addition, with the strength of correlation value of 0.925 and significant at p-value at 0.000, clearly strengthened the importance of marketing in relation to the practice of e-CRM. The relative significant contribution of marketing was further explained by looking at the Beta score of our analysis. From the result of Beta coefficient, the  $\beta$  value for first independent variable that is marketing is 0.847, at  $p < 0.05$  which explained each percentage increase in mean marketing will increase mean e-CRM by 84%. SBI should continuously maximize marketing campaigns by emphasizing the one to one marketing such as meeting the customers personally. With the comprehensive understanding of the customers across all functional areas and contact channels, banking business expected to remain stable and competitive. In other words they should also join functions that can make them closer with customer. e-CRM is now becoming a new comprehensive approach for developing business sustainability. e-CRM implementation is therefore a highly recommended step. This is because e-CRM is important for industries that have close contact with end customers but have lesser value to industries that are further away from the end customers. However, while e-CRM could promise all of these benefits, but still many organizations failed or have failed to implement e-CRM systems. For banks and other financial institutions, the competition makes it difficult or impossible to show competitive differentiation, and harder than ever to show profit. A typical financial institution has thousands of local, regional, national and global competitors. In this increasingly fragmented industry, most players hold a relatively small and unreliable market share. Customers stick around until enticed by the latest short-term interest rate or direct mail offer. With the entry of many foreign banks and setting up mergers in banking industries the need for attaining competitive advantage remain vital. The management of each banking institutions must realize that the importance of building and maintaining customer relationship should be a major concern for survival.

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