



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**ASSESSING CUSTOMER RELATIONSHIP MANAGEMENT PRACTICE
IN THE CASE OF WEGAGEN BANK OF ETHIOPIA**

BY: RINA G/MICHEAL

JULY, 2018

ADDIS ABABA, ETHIOPIA

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SCHOOL OF GRADUATE STUDIES

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IN THE CASE OF: WEGAGEN BANK OF ETHIOPIA

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF ART IN
MARKETING MANAGEMENT

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IN THE CASE OF: WEGAGEN BANK OF ETHIOPIA**

**BY
RINA G/MICHEAL**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

ENDORSEMENT

This thesis has been submitted for examination with my approval as the university advisor.

Main advisor: _____

Signature _____

date _____

DECLARATION

I Rina G/micheal declare that the thesis on the title assessing customer relationship management practice in the case of: wegagen bank of Ethiopia, is my original work and that all sources that have been referred to and quoted have been dully indicated and acknowledged with complete references.

Name: _____

Signature: _____

Date: _____

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ACRONYMS

CRM: Customer relationship management

(IT): Information technology

SMU: St. Mary's University

SPSS: Statistical Package for Social Sciences

ABSTRACT

The main objective of CRM is to retain current customers through increasing their loyalty and to select new customers that provide higher profitability (Hansotia, 2002).

The objective of this study is to examine the practice of CRM application in Wegagen bank. A quantitative approach was used with descriptive design. Both primary and secondary sources were used to gather data's based on the six dimensions of CRM (customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation and customer information process). The study investigates customers and employees perceptions of CRM practices of selected Wegagen bank in Addis Ababa. . The study data collected with the Sample size of 109 with purposive sampling from tier 1 branches (Teklhaymanot branch, Beklobet branch, Gofa branch, Bolebranch and Meskel square branch) of wegagen bank. The study shows the practice of CRM application in wegagen bank is at the average level; the practice of application of the customer knowledge dimension being the highest in achievement while the customer information process practices are insufficient therefore ,Its suggested that wegagen bank should keep working more on the customer knowledge and On the customer information process the bank should have a system that can make easier for the customers to do a business with the bank by using updated technologies that can make all processes easier also the bank should use computer system for recording the customers 'requests and service rendered in order to bit the stiff competition and achieve its goals.

Keywords: *CRM, customer acquisition, customer response customer, knowledge, customer information system, customer value evaluation, customer information process.*

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

When we see customer relationship management it is a phrase that describes how your business interacts with your customers. CRM involves using technology to gather the intelligence you need to provide improved support and services to your customers. In other words, CRM is also about what you do with that information to better meet the needs of your existing customers and identify new customers, resulting in higher profits for you. CRM is a managerial philosophy that seeks to build long term relationships with customers. CRM can be defined as the development and maintenance of mutually beneficial long-term relationships with strategically significant customers (Buttle, 2002).

The fundamental idea of Customer Relationship Management (abbreviated as CRM in the following) is to improve customer satisfaction degree by analyzing the customers' detailed information. Therefore, to improve the corporate competition ability (Wang, 2010) the nature of CRM aims to maximize customer value in the long term, by focusing business processes, marketing and customer service on client relationship maintenance by helping information technology (IT) systems (Chang, 2007). The main objective of CRM is to retain current customers through increasing their loyalty and to select new customers that provide higher profitability (Hansotia, 2002). CRM implementation is not an easy duty coined in the mid-1990s and heavily promoted during the late 1990s, the term 'CRM' still means different things to different people (Goldberg, 2002).

In reply to increasing competitiveness in the global market, businesses are looking for means to manage their relations with customers more effectively over time. Consequently, customer relationship management (CRM) has become a central part of most businesses and many organizations are implementing CRM systems. CRM systems are a classification of organizational information systems that enable organizations to provide services for customers,

gather and analyze customer information and manage their relationships with customers more effectively (Khodakarami, 2011). In a recent paper by Onut (2006), the authors describe that using the CRM system into the banking industry helps businesses (using technology and human resources) to gain insight into the behavior of customers and focus on the value of those customers. If the CRM system works as hoped, the business can provide: better customer service; make call centers more efficient; cross sell products more effectively; Help sales staff close deals faster; simplify marketing and sales processes; discover new customers and; Increase customer revenues.

In Ethiopia the banking sector is one of the core stones which plays its own role in the development of the country. From these banks Wegagen Bank is one of the private bank in Ethiopia established as a share company and started operation on June 11, 1997. Currently the Bank has a network of 47 branches, out of which 21 are in Addis Ababa and the remaining 26 are spread across major towns in the country. The Bank has also a forex office inside Bole International Airport terminal (Annex III). : Total Asset of the Bank stood at Birr 5.3 billion as at March 31, 2009. The number of customers that maintain their account with the Bank grew to over 168,000. The bank work with numerous correspondent Banks, banks with valid Swift BKE (Annex I), which are 96 in number and 19 banks for Standard Settlement Instruction (Annex II.) Wegagen bank of Ethiopia has a vision “To be one of the ten most reputable and competent banks in Africa by the year 2025. The mission statement and values of the Bank are stated below.

Mission Statement

“To provide a wide range of quality banking services through a dynamic workforce and up-to-date IT solutions to satisfy the desires of all stakeholders”.

Values

- Outstanding customer services,
- Business integrity, honesty and loyalty,
- Effective, efficient and expanding operations,

- Strong capital and liquidity position,
- Prudent lending,
- Reasonable cost control discipline,
- Fair & objective employment practices,
- Play a responsible role in aligning objectives with those of the local communities, and
- Commitment to comply with the spirit and letter of the Law.

The number of private banks in the country is increasing from year to year and this created a stiff competition between the banks so applying a customer relationship management becomes a solution to stay on the competition and have a good performance to compete. Most banks practice the CRM but they don't give attention how effectively they are practicing it so this lead to a poor CRM practice and because of this the banks don't meet customer's expectation as needed but understanding customer expectations with regard to how the service delivered successfully is essential for establishing a long term symbolic value relationship. It's vital for the banks to see how effectively they are implementing the CRM to achieve their goals by fulfilling their customer's expectation so, this study focus on the practice of customer relationship management application in Wegagen bank of Ethiopia. The application of CRM is a key to business success because it expand their customer bases, enhance their competitive position and able to retain the customers at increased satisfaction rate.

It is apparent from literatures that those banks that are able to implement all dimensions of the CRM are more beneficial than those that implemented it in a fragmented manner Das , (2009) ,So this study investigated how the Wegagen bank is practicing the CRM on the basis of this dimensions .The dimensions are customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation, and customer information process which explored by Lu and Shang ,(2007).

1.2 STATEMENT OF THE PROBLEM

The banks in the present era are facing stiff competition and they are struggling to find a place in the industry. They have realized the fact that CRM is a powerful tool to achieve success in their business. CRM is an effective tool for the bankers to acquire new customers and to retain the existing ones.

In the recent years, CRM has emerged as one of the most widely prescribed solutions for increasing market share and growth of many industries in general, banking sector in particular.

CRM's successful implementation in an integrated and holistic manner have a positive impact in the customer retention and satisfaction, reduction of costs and enhancement of competitive stand in the market but in Ethiopia most of the bank sectors don't give much attention how successfully the CRM application is practiced because of not checking how they are practicing it they don't meet their customers' expectation as required, So in order to see the occurrence of this loopholes the researcher choose Wegagen Bank which is one of the private banks. Even if the researcher saw the gaps occurring but he took 50 prominent customers from the 5 tier 1 branches of the Wegagen and prepare a questions that are related with CRM practice to be very sure and to make clear the study from a one person standpoint.

The questions were: does the bank give attention to the customer's knowledge about the services, does the Wegagen bank give the expected focus on the customer acquisition, does the bank give fast response to the information you want to know, does the bank give the needed value to their compliant customers as expected.

For the above questions the 60 % respondents answer that the bank doesn't give the needed attention to the customers knowledge about the services delivered, that the Wegagen bank doesn't give the expected focus on the customer acquisition, that the bank is slow in giving response to the information they want to know, that the bank don't give the needed value for their compliant customers as they expected to be, so from their respond it's clear that they aren't satisfied by the bank performance. The 10 % respondents were neutral and 30 % of respondents say that they are satisfied with the service they get from the bank. From the respond of the 60% customers of Wegagen bank the researcher understood that its essential to investigate the practice of CRM

application in the bank to identify the components of CRM that are well implemented and those in loose to influence them in the future.

The purpose of this study is to investigated the practice of CRM application in wegagen bank of Ethiopia on the basis of the six dimensions; customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation, and customer information process.

1.3 BASIC RESEARCH QUESTIONS

Based on the statement of the problem this study seek answers for the following questions

- To what extent is wegagen bank perform on acquiring new customers?
- To what extent is wegagen bank respond to its customers?
- To what extent is wegagen bank practicing customer knowledge application?
- To what extent is wegagen bank facilitate the information system application?
- To what extent is wegagen applying the value evaluation?
- To what extent is wegagen bank practicing customer information process application?

1.4 RESEARCH OBJECTIVES

1.4.1 GENERAL OBJECTIVE

- To assess the practice of customer relationship management application in wegagen bank of Ethiopia.

1.4.2 SPECIFIC OBJECTIVE

- To examine the performance of customer Acquisition application in Wegagen bank
- To examine the respond of Wegagen bank to its customers
- To examine the practice of customer knowledge application in Wegagen bank
- To examine the practice of customer information system application in Wegagen bank
- To examine the value evaluation application in Wegagen bank
- To examine the practice of customer information process application in Wegagen bank

1.5 SIGNIFICANCE OF THE STUDY

Applying the CRM is a key to business success and important to improve customer life time value. CRM application allows the bank to collect and to use information about their customers in order to customize their offer for every client to increase their trust in the bank and to coordinate their relationship with clients a lot more efficient in all market stages. The purpose of this study is to assess the practice of CRM application in Wegagen bank of Ethiopia. This study help the bankers to know that applying CRM application effectively plays key role to be successful, for the bank to check how well they are practicing the CRM application and manage customer interactions support them more effectively to maintain competitiveness in the present economy. The successful application of customer relationship management help the customers because there need understood by the bank, when there is a good relationship the customers can have the confidence to tell what they lack from the bank .This study motivate other researchers to study more on the application of CRM because this study show how effective application of customer relationship management is important for a service to be successful.

1.6 SCOPE AND DELIMITATION OF THE STUDY

This study investigated the practice of CRM application in Wegagen bank branches. In this study the sample was small and the results might not be generalizable afar the specific population from which the sample is drawn, considering the massive number of branches of Wegagen bank in Addis Ababa. Even if wegagen bank is doing its business all over the country, to include all those it requires: experience, much time and huge amount of finance, because of this reasons the study focused only on five tier 1 branches of Wegagen bank in Addis Ababa region,

1.7 ORGANIZATION OF THE STUDY

The study consist five chapters. The first chapter presented the introduction of the study where by background of the study, problem statement, objectives of the study, research questions, significance of the study, and definition of terms and scope and limitation of the study.

The second chapter included reviewing related literatures and the third chapter discussed the methodology that are used to undertake the study. In chapter four and five, the data analysis & discussion of results and conclusions & recommendations are presented. Finally, references and copy of the questionnaire annexed.

1.8 DEFINATION OF TERMS

Customer Relationship Management (CRM) :- is to improve customer satisfaction degree by analyzing the customers' detailed information, therefore, to improve the corporate competition ability (Wang at al., 2010).

Information technology (IT) systems:- Is a software system to capture ,transmit, store, retrieve, manipulate, or display information, thereby supporting people, organization, or other software systems.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 THEORETICAL STUDY

2.1.1 DEFINITION OF CRM

Customer Relationship Management (CRM) begins with the concept relationship marketing introduced by Berry in 1983 to attract and to maintain the relationships between customers and organizations. Discussion about relationship marketing begins in the 1960s where the authors studied on consumers' brand loyalty and store loyalty. Later, in the late 1970s researchers focus on industrial marketing and marketing channel to develop a framework and the theories are based on two groups of relationships; as buyer and seller Moller and Halinen, (2000).

The evolutions of marketing philosophy in the relationship between customers and organizations change the term relationship marketing to Customer Relationship Management (CRM). In literature, many definitions were given to describe CRM. The main difference among these definitions is technological and relationship aspects of CRM. Some authors from marketing background emphasize technological side of CRM while the others consider IT perspective of CRM.

From marketing aspect, CRM is defined by Couldwell, (1998) as “a combination of business process and technology that seeks to understand a company’s customers from the perspective of who they are, what they do, and what they are like”. Technological definition of CRM was given as “The market place of the future is undergoing a technology-driven metamorphosis” Peppers and Rogers (1995). Consequently, IT and marketing departments must work closely to implement CRM efficiently. Meanwhile, implementation of CRM in banking sector was considered by Mihelis, (2001). They focused on the evaluation of the critical satisfaction dimensions and the determination of customer groups with distinctive preferences and expectations in the private bank sector. The methodological approach is based on the principles of multi-criteria modeling and preference disaggregation modeling used for data analysis and interpretation. Yli-Renko, (2001) have focused on the management of the exchange relationships and the implications of such

management for the performance and development of technology-based firms and their customers. Specifically the customer relationship of new technology- based firms has been studied.

Cook and Hababou, (2001) were interested in total sales activities, both volume-related and non-volume related. They also developed a modification of the standard data envelope analysis (DEA) structure using goal programming concepts that yields both a sales and service measures. (Beckett-Camarata , (1998) have noted that managing relationships with their customers (especially with employees, channel partners and strategic alliance partners) was critical to the firm's long-term success. It was also emphasized that customer relationship management based on social exchange and equity significantly assists the firm in developing collaborative, cooperative and profitable long-term relationships. Yuan and Chang (2001) have presented a mixed-initiative synthesized learning approach for better understanding of customers and the provision of clues for improving customer relationships based on different sources of web customer data.

Brown (2000, pp.8) defined; CRM as a process of acquiring retaining and growing profitable customers and business strategy that aims to understand, anticipate, manages the needs of an organization's current and potential customers. Customer relationship management (CRM) has been called an inevitable—literally relentless—movement because it represents the way customers want to be served, and offers a more effective and efficient way of conducting business Peppers and Rogers (2004, p. 6). From the perspective of Coldwell, CRM is a combination of business process and technology that seeks to understand a company's customers as to who they are, what they do, and what they are like.

According to Ryals and Payne (2001), CRM is a management approach that use information technology (IT) to build a long term relationship with their customers and at the same time channel more profits to the organizations.

Chen and Ching (2004) described CRM as a long term relationship that use customer database to identify which customer can give more profits to the organizations. Mylonakis (2009) recognized CRM as an innovative process to create a long term relationship with customers in order to get trust from customers towards organizations. CRM is a comprehensive strategy and process which

focus to establish, maintain and enhance relationship with customers and to create value for the organizations (Jham, 2008).

CRM offers a lot of benefits to the organization in terms of improved sales, market share profitability, customer satisfaction and reduced customer turnover, service cost and time Jain, (2003) Furthermore, CRM is not only a solution but also a strategy which can provide enormous competitive advantage if implemented in a co-operative environment Kotorov, (2003). Therefore, organizations whether small or large have to adopt CRM in order to build more effective relationship with respective customers and also to increase business profitability Ngai, (2005). Thus, CRM is a must for most organizations to survive in the market. “Do nothing” or “wait and see” are not viable options: “CRM should be the center of your universe... The best way to organize the information you use.”(Allen Bonde, analyst with the extraprise group, quoted in Colkin, (1999).

Peeru Mohamed and Sagadevan, (2005) Managing relationship with customer and making customer delightful has become a necessity in this present globalization. Customer delightment is not only the key to success but also very excellent method of approach for the organization.

Blery and Michalis, (2006) Identified that the expected areas to generate future value for the banks are customer segmentation, distance sales/outbound, delays and human capital management.

Brink, (2006) defined CRM as a definite marketing activity by which the institution prepare its customers to use its resources to produce and market a valuable product for them. CRM aims at two goals: supporting the social cause and improving the marketing performance.

Kumar, (2006) stated that CRM is merely a strategic process by which the institution's more profitable customers are chosen, and interactions between this institution and these customers is determined, in order to achieve the goal of maximizing the present and future values for customers.

Leverin, (2006) found that the implementation of relationship marketing strategy in a retail bank did not result in the increase of loyalty with respect to the most profitable customer segment.

2.1.2 CHARACTERISTICS OF CRM

CRM as compared to traditional marketing involves series of transactions, regular and continuous interactions beyond simple exchange process, long term objectives, bonds involving investment of time and energy to produce positive interactions, investment by the parties, some switching 7 barriers, elastic and permeable boundaries, holistic approach and systematized offers. In India CRM have deep roots in the practices of business.

The business men used to establish bondages with customers at emotional level, especially in small towns and villages. However, in modern corporate world, CRM has appeared as a new concept in the mid-1990s, more as a technology that would change dramatically the way corporations managed their networks and interaction points with customers Kotorov, (2003). Thus the modern CRM, in its early stages, was deployed as a technology solution: a software package that was bought and installed to facilitate or automate some marketing functions. The terms “sales-force automation”, “campaign automation”, “customer support automation” were often equivocated with CRM, even though they stand only for different components of the enterprise-wide CRM strategy. Shortly after the deployment of such packages it became evident that they were not used as planned and remained as show pieces.

Albert Stroucken, CRM, (August 2002). As the technology/project approach failed, discussion on strategic approach took place with a need to focus on customer and consider technology only as a tool.

In mid-1990s, it was thought that merging customer data collected from the field by sales force with call center interactions would result in more informed interactions with the customers. The concept resonated with user organizations. Soon mergers and acquisitions gave rise to a host of 8 software vendors, all claiming to have an integrated set of capabilities that became known as CRM. On a parallel track, internet-based tools such as ecommerce, internet marketing Yang and Fang, (2004), personalization Jun and Cai, (2001) and self-help Walters and Lancaster, (1999); Parasuraman , (2005) were evolving. Owing to the newness of the technology, these products

Competed outside of the CRM sphere and were referred to as “e-business”. When the concepts of CRM and e-business molded together Light, (2003) ; Fjermestad and Romano, (2003) ; Bull, (2003), there was a short period where vendors talked about e-CRM. Similarly, ERP vendors realized that the 360- degree view of the customer had to include transaction data, so they developed an integrated package with CRM capabilities. Thus, from a technology perspective, CRM consists of a set of applications that address the needs of customer-facing functions that in turn feed a common database that is supported by business analysis tools.

2.1.3 IMPORTANCE OF CRM

Parvatiyar, (2001) Observed that the CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company with the customers.

Ryals and A.Payne (2001) imparted that customer relationship management has become important topic in marketing. They further disclosed the uses of information technology which helps to starting relationship marketing strategy.

Pisharodiet, (2003) found that a process oriented strategic approach to connect the operational, informational and the organizational components of the CRM are critical for the success of the CRM application.

Reinartz& Kumar, (2003) CRM refers to all business activities directed towards initiating, establishing, maintaining, and developing successful long-term relational exchanges.

2.1.4 CRM PROCESS

Framework of CRM process has been surveyed by many authors Parvatiyar and Sheth (2001); Rababah, (2011). Rababah defined CRM processes as "the activities performed by the organization concerning the management of the customer relationship where activities are clustered according to a longitudinal view of the relationship". Rababah , (2011) explored CRM process based on four levels as: Customer-facing level, Customer oriented level, Cross-functional level and Macro-level

Customer-facing level: This level aims at maximizing value of relationship portfolio via managing customer relationship initiation, maintenance, and termination.

- i. Customer relationship initiation involves process of activities before and/or immediately after phase of relationship for example identification of potential customers.
- ii. Maintenance process incorporates activities that represent normal customer relationships, like cross-selling, up-selling, or retention programs.
- iii. Termination process involves activities in finding and settling bad relationship for instance, ending the relationship with low value customer.

Customer-oriented level: The customer-oriented level take in account all activities executed to satisfy customer need or to solve customer problem Rababah , (2011). They further identified and differentiated among three kinds of customer-oriented CRM processes;

- i. CRM delivery processes includes all process of direct contact with customer like campaign management process, sales management process, service management process, and complaint management process.
- ii. CRM support processes are processes taking care of maintaining purposes through research process in market and loyalty management process.
- iii. CRM analysis processes focus attention on integrating and examining customer's information collected in other CRM processes.

Cross-functional level

The cross-functional CRM process involves several functions as the name implied „cross-functional“. Among the functions involved are; strategic planning, value creation, information management, multi-channel integration and process of measuring performance.

2.1.5 CRM IN BANKING SECTOR

Over the last few decades, technical evolution has highly affected the banking industry. For more Than 200 years, banks were using branch based operations. Since the 1980s, things have been really changing with the advent of multiple technologies and applications. Different organizations got affected from this revolution; the banking industry is one of its Sherif, (2002).In this technology revolution, technology based remote access delivery channels and payment systems surfaced.

ATM displaced cashier tellers, telephone represented by call centers replaced the bank branch, internet replaced the mail, credit cards and electronic cash replaced traditional cash transactions, and interactive television will replace face-to-face transactions Sherif, (2002).

In recent years, banks have moved towards marketing orientation and the adoption of relationship banking principles. The key motivators for embracing marketing principles were the Competitive pressure that arose from the deregulation of the financial services market particularly In India. This essentially exposed clearing banks and the retail banking market to increased competition and led to a blurring of boundaries in many traditional product markets Durkin, (2004).

The bank would need a complete view of its customers across the various systems that contain their data. If the bank could track customer behavior, executives can have a better understanding, a predicative future behavior and customer preferences. The data and applications can help the bank to manage its customer relationship to continue to grow and evolve Dyche, (2001).

According to Stone , (2002) most sectors of the financial services industry are trying to use CRM techniques to achieve a variety of outcomes. In the area of strategy, they are trying to: Create consumer-centric culture and organization; Secure customer relationships; Maximize customer profitability; Integrate communications and supplier – customer interactions across channels; Identify sales prospects and opportunities; Support cross and up-selling initiatives; Manage

customer value by developing propositions aimed at different customer segments; Support channel management, pricing and migration.

2.2 EMPIRICAL REVIEW

McKenna, (1999); Ngai, (2005); Payne, (2006); Vavra, (1993); Wilson & Vlosky, (1997) agree on the relevance of managing the relationship between organizations and its customers. Thus the adaptation of the organizational capacity to detect opportunities in the market and the constant effort of companies on establishing long term relationships with its business partners, especially with its customers, has been established as a priority on enterprises. Demo and Ponte, (2008), this indicates that implementation of CRM in organizations help to beat the stiff competition and make them achieve their goals.

According to Hassan and Parves (2013), Shang and Lu (2012) it's found that a positive relationship existing among CRM and organizational performance. Shang and Lu are the one who identify six factor dimension of CRM in Freight Forwarder Service. The dimension consists of:

Dimension 1 (Customer Acquisition): The bank has flexible measures for customers' urgent requirements; the bank has different marketing mix for target customers; the bank would use customer information to develop a new market; the bank would apply customer information to marketing planning; the bank provides a variety of service items and information; the bank provides sales rebates for customers; and the bank provides solitary services to meet customers' requirement.

Dimension 2 (Customer Response): The bank uses phone calls, e-mails, and personnel visits to communicate with customers; the bank rapidly responds to customers' problems, suggestions, and complaints; the bank would initiatively understand customers' service requirements and expectations; and the bank has good reputation, therefore, customers would initiatively enquire about bank's services.

Dimension 3 (Customer Knowledge): The bank is knowledgeable about how to obtain main customers; the bank understands main customers' service requirements; the bank has fruitful

capabilities to obtain new customers; I often introduce other customers to purchase bank's product and services; and I often insist on using bank's services and product.

Dimension 4 (Customer Information System): The bank is capable of using their computer system to categorize targeted markets; the bank's computer system is capable of organizing classifying interactions between sale representatives and customers; the bank has a computer system sufficient to handle customers' information; and the bank has a management system to check transactions and customer relationships.

Dimension 5 (Customer Value Evaluation):

The bank would analyze individual customer's profit contribution; and the bank would analyze customer types and behaviors to identify customer value.

From there result among the six factors “Customer Knowledge” dimension has high Loading factor than others.

Hassan, (2013) Also explain the importance of CRM by saying that in the current trends of CRM in Tesco and Sainsbury retail stores CRM is a determinant of profitability and business growth. They also used, loyalty card scheme” as a key prominent feature of CRM, the effect of CRM on Malaysian hotel industry performance.

Mohammed ,(2014) even though their studies focus on internal environment (RBV model), but they found a significant and satisfactory result showing positive and direct relationship between CRM technology and organizational performance of Malaysian hotel industry and found that marketing capabilities (planning and implementation) fully mediates the association.

In another study of Zaman K,(2012) discover that satisfied internal customer also increase organizational Customer relationship management and firm performance via internal marketing.

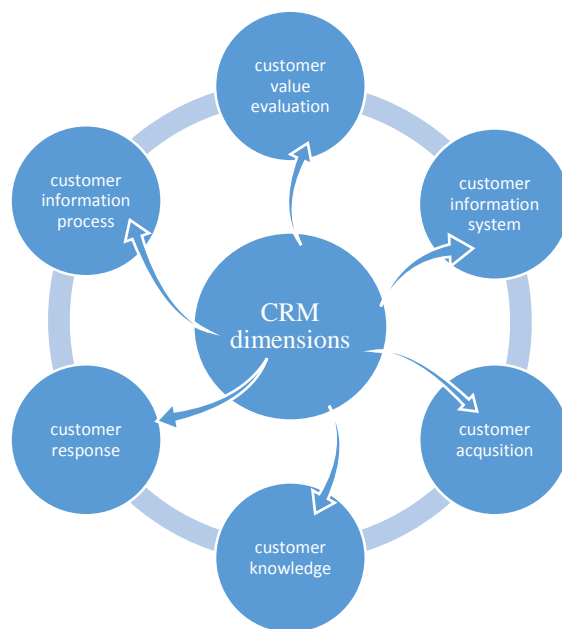
When we see on the bank sector Kirmaci, (2012) investigated the relationship between banks” CRM in Turkey and customer loyalty where he found the ability of banks to retain their current customers and gain new customers depend on CRM.

Ampoful, (2012) found CRM to accommodate customer loyalty and retention of customers leading to increased sales, profit and reduce cost of acquiring customer, the author also see the effect of CRM on profitability in Barclays Bank in Ghana having a positive relationship between CRM and profitability, where Staff of the bank agreed that customer retention was the key to the bank's success. Nwankwo, (2013) also found empirically a direct positive and significant relationship existing between CRM and customer retention in Nigerian insurance company.

2.3 A CONCEPTUAL FRAME WORK

The conceptual framework in this study will be based on Lu and Shang (2007)

Figure 2.3.1. A conceptual framework of CRM practices on banks



The study was based on Lu and Shang (2007) who identify the six CRM dimensions making up thirty CRM attributes under customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation, and customer information process. In this study, we are going to use the six CRM dimensions to apply in banking sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH APPROACH AND DESIGN

The study employs a quantitative data with the purpose to assess the practice of CRM in Wegagen Bank. This study used descriptive approach to describe the practice of six dimensions of CRM and it provides simple summaries about the sample and the measures.

3.2 SOURCE OF DATA

The Primary data for the purpose of the study were gathered from the Customers and employees of the Wegagen bank with a close ended questions for both. The Secondary data were collected from internet sources and journals.

3.3 POPULATION OF THE STUDY

The population in this study consisted of employees from five branches (Bole branch, Meskel square branch, Gofa branch, Beklobet branch and Teklhaymanot branch) of the bank and prominent customers of the five tier 1 branches of the Wegagen Bank of Ethiopia found at the area of Addis Ababa. The reason to choose this branches is because the five branches are tier 1 branches which provide diversified services that involve huge volumes of transaction so using this higher grade branches enable the researcher to get the needed data for the research.

3.4 SAMPLING TECHNIQUES

As it was impractical to assess all branches of Wegagen bank found in Addis Ababa so a purposeful non-probability sampling was found to be the most appropriate for this case. The Wegagen bank grade its branches. The grading system categorizes branches from tier 1 to tier 4 based on number of accounts, number of transaction deposit, hard currency and loan, the use of higher-grade branches is presumed to enable access to multiple portfolios of customers and employees of the Bank as the branch rating criteria enable the identification of branches where it provides diversified

services that involve huge volume of transactions because of all this reasons the researcher purposely focused only on tier 1 branches to get the necessary data for the study so the researcher selected five tier 1 branches.

3.5 SAMPLE SIZE DETERMINATION

Employees that work in the customer relationship management areas and prominent customers from the five tier 1 branches of Wegagen bank were included in the sample which were 150.

$$N = 150$$

$$n = N/1+N(e)(e)$$

$$n = 150/1+150(0.05)(0.05)$$

$$n = 109 \quad \text{the no of population for the sample taking was 109.}$$

3.6 METHODS OF DATA COLLECTION

The study used questionnaire which contains statements that are specifically designed to measure CRM practices of firms in relation to the six dimensions (customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation, and customer information process) of CRM which are explored by Lu and Shang (2007) to collect data's. The questionnaire was adapted from Lu and Shang (2007).

The items were measured using a five-point, Likert Scale with the following anchors: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The questionnaire designed for both the employees and customers for the five tier 1 branches of Wegagen bank in Addis Ababa. The questionnaires were composed of two sections. The first section contained questionnaire items on the five point Likert Scale to assess the CRM practices of wegagen bank while the second section collected data on the profile of respondents.

3.7 VALIDITY AND RELIABILITY

3.7.1 RELIABILITY

To assess the reliability of the CRM scale, Jöreskog's rho was computed. Chin (1998) recommends that acceptable scores for the Jöreskog's rho should be higher than 0.7.

Reliability was computed using Cronbach`s coefficient alpha for the entire set of CRM best practice statements and The result for the employees was.901 and for the customers was .747, Presenting = excellent for the employees and acceptance level for the customers.

Table 3.1

for customers	
Cronbach's Alpha	N of Items
.747	19

Table 3.2

for employees	
Cronbach's Alpha	N of Items
.901	18

3.7.2 VALIDITY

Validity is concerned with whether findings are really about what they appear to be Saunders (2003). It is defined as the extent to what data collection method or methods accurately measure what they were intended to measure Saunders, (2003). In this study the questionnaire has been pre tested before starting the survey using 15 persons who have the knowledge on how to prepare a questionnaire for a research. This makes the researcher to be guarantee about the research validity.

3.8 METHODS OF DATA ANALYSIS

The study was designed to see how the Wegagen bank of Ethiopia is applying the six dimensions of the CRM. The data were analyzed using the Statistical Package for Social Science (SPSS) version 24.0 descriptive statistics Mean and standard deviation. The analysis was done by calculating the mean score for each dimension in the respective respondent groups.

Based on the results of this score the achievement of Wegagen bank in each dimension was ranked for the respective employee and customer respondent groups. The Grand mean score of CRM perceived by employees and customers was discussed.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter, the collected data from the employees and customers of the five branches of Wegagen bank were summarized and analyzed in order to realize the ultimate objective of the study. Accordingly, the demographic profile of the two respondent groups and the CRM practice of Wegagen bank as perceived by its employees and customers are discussed. At last, summary of the findings are presented.

In order to collect data, 109 questionnaires were distributed to purposely selected employees and customers of the Wegagen bank. From the distributed questionnaires, a total of 94 completed questionnaires were returned giving a response rate of 86%. From the 94 returned questionnaires 52 of them were completed by the employees five were not returned at all and 42 were completed by the customer and ten questionnaires were not returned at all.

4.1. EMPLOYEE RESPONDENTS

Table 4.1Presents the summarized characteristics of respondents of the ‘Employee questionnaire’ that are mainly involved in customer relationship management activities of Wegagen bank .The male respondents constitute the largest share of the gender composition representing 65.4 % of the respondents while 34.6 % were female employees. In terms of educational level 3.8 were diploma holders while 96.2 % were first degree holders. The degree holders are large in number which implies the questionnaire was filled by employers who have more knowledge and experience so this will help to get strong answers for the questions raised.

Branch managers that were involved in the study were 17.3 % , Customer service Manager were 26.9 % involved in the study while the Customer Relationship Officer constitute the largest share53.8 % followed by Customer relationship Manager that represent 1.9 %.

Finally, the respondent distribution shows that 57.7% of the respondents were highly experienced in the banking sector being in the industry from 4 - 10 years. Accordingly, the employees with job experience of less than 20 years but greater than 11 years were 32.7 % respondents while those who are less experienced from 1-3 Years in the business arena constitute 3.8 % of the respondent’s profile and those More than 20 years were 5.8 %.

Table 4.1 Background characteristics of the ‘employee questionnaire’ respondents

Variable	Categories	Frequency	Percent
Gender	Male	34	65.4
	Female	18	34.6
	Total	52	100.0
Educational level	Diploma	2	3.8
	Degree	50	96.2
	Total	52	100.0
Job Title	Branch manager	9	17.3
	Customer service Manager	14	26.9
	Customer Relationship Officer	28	53.8
	Customer relationship Manager	1	1.9
	Total	52	100.0
Job Experience in Wegagen bank	1-3 Years	2	3.8
	4-10 Years	30	57.7
	11-20 Years	17	32.7
	More than 20 years	3	5.8
	Total	52	100.0

4.1.1 CUSTOMER RESPONDENTS

The summarized profile of customer respondents is shown in table 4.2 below. As observed from the table the gender composition of the respondents was dominated by male respondents, which constituted 66.7 % of the respondents while the rest 33.3 % was attributed to female respondents. 47.6% respondents from age 33-39 participate and were the dominate age group from the rest who respondents while from 40-49 years group of respondents were the least with 9.5 %. The rest were 42.9 % from 20 -32 years participated. Degree holder customers that involved in the study were 64.3 % which are the largest share while the MA holders were the least that involved with 7.1 % and the rest 28.6 % were the diploma holders. From the type of employers that involved in the study self-employed were the largest share with 50% while the government / agency were the least found with 21.4 % and the rest was the private type of employers with 28.6 %. Respondents that are customers from 4 to 7 years of the wegagen bank were 45.2 % with the largest share while that are customers of the bank for < 1 year were the least with 2.4 %.

The rest were from 7 to 10 years with 33.3 %, from 1 to 4 years with 11.9 % and the last one > 10 years with 7.1 % .again here most of the respondents were degree holders which help to get a strong answers.

Table 4.2 background characteristics of the ‘customer questionnaire’ respondents

Variable	Categories	Frequency	Percent
Gender	Male	28	66.7
	Female	14	33.3
	Total	42	100.0
Age	20-32 years	18	42.9
	33-39 years	20	47.6
	40-49 years	4	9.5
	Total	42	100.0
level of educations	Diploma	12	28.6
	Degree	27	64.3
	MA	3	7.1
	Total	42	100.0
Type of employers	Private	12	28.6
	self- employed	21	50.0
	government /public agency	9	21.4
	Total	42	100.0
how long have you been customer of this bank	<1 years	1	2.4
	1-4 years	5	11.9
	4-7 years	19	45.2
	7-10 years	14	33.3
	>10 years	3	7.1
	Total	42	100.0

4.2 PRACTICE OF CRM IN WEGAGEN BANK

The main objective of the study was to determine the practice CRM in Wegagen bank as measured by the six dimensions (customer acquisition, customer response, customer knowledge, customer value evaluation, and information system and customer information process).

To do so, both employees and customers of Wegagen bank were asked to rate the practices CRM on a Likert scale of 1 through 5. The questionnaires were distinguished based on the heading given for each of them either “employee questionnaire” or “customer questionnaire”.

In the following section the data collected is analyzed in two sections, devoted for each group of respondents, so as to explore their perception as to Wegagen bank practice of the six dimensions of the CRM.

4.2.1 THE PRACTICE OF THE DIMENSIONS OF CRM – EMPLOYEES PERCEPTION

The data was collected to ask the perception of employees that work under the title of customer relationship manager, customer relationship officer, customer service manager and branch manager as to Wegagen bank practice of CRM measured using the six dimensions. Accordingly, the resultant output is shown in table 4.3 in which the practice of CRM application in Wegagen bank was demonstrated by the mean score achieved by each dimension under consideration.

Table 4.3 practice of the dimensions of CRM - employee`s perception

Dimensions	N	Mean	Std.Dev.
Customer Acquisition	52	3.72	0.52
customer Response	52	3.80	0.41
Customer Knowledge	52	3.64	0.50
Customer Value evaluation	52	3.81	0.47
Customer Information system	52	3.87	0.49
Customer Information process	52	3.95	0.42
Grand mean and Std. deviation	52	3.22	0.61

As clearly seen from the table 4.3 above, Customer information process dimension has got the highest Grand Mean (3.95) as compared to the other five dimensions standing first in the group followed by the Customer information system, customer value evaluation, and customer response and customer acquisition dimension. On the contrary, the Customer Knowledge dimension achieved the least Mean score, which evidently puts it in the fifth order rank among the group. Hence, its employees perceive Wegagen bank as a company that gives a focus for their customer's knowledge while its performance on customer knowledge is perceived to be unsatisfactory regarding the application of CRM as compared to the other dimensions used to assess the application of CRM as a whole.

The collected data is used to assess the practice of CRM to which the employees working in Customer relationship management areas, perceive Wegagen bank focused on Customer Acquisition , customer response , customer knowledge, customer value evaluation, customer information system and customer information process. A one-sample statistics that shows the mean and standard deviation for the responses given in a five point Likert Scale was calculated using SPSS. The highest mean figures represent the high level of agreement with the item under consideration while the lowest signify high level of disagreement with the scale item.

Table 4.4 the practice of the customer acquisition dimensions of CRM- employee's perception

	N	Mean	Std. Deviation
our bank accept different approaches to attract our targeted customer	52	3.86	0.56
our bank uses customer information to attract new customer's	52	3.84	0.50
our bank adapt different measure to meet our customer urgent requirement	52	3.46	0.50
Valid N (listwise)	52		
Grand mean and Std. deviation		3.72	0.52

As it can be seen in the above table, employees of the Wegagen bank rate the Customer Acquisition dimension practice of CRM with a Grand mean of 3.72 which was above the average scale. Moreover, each attribute of the Customer acquisition dimension are positively perceived by the employees of Wegagen bank. This shows the bank has the facility to acquire new customers. One of the attributes under the customer acquisition dimension, our bank adapt different measure to meet our customer urgent requirement was rated with a mean score of 3.46 which is near to the average scale.

Table 4.5 the practice of customer response dimensions of CRM - employees perception

	N	Mean	Std. Deviation
our bank users varied communication channels	52	3.80	0.52
our bank offer a wide range of credit facilities to meet our customer requirement	52	3.50	0.54
Our bank offer products that reflect our customer earrings and wealth	52	3.98	0.24
our bank offers useful on line product and service	52	3.92	0.33
Valid N (listwise)	52		
Grand mean and Std. deviation		3.80	0.41

As it can be observed in table 4.5, the customer response dimension was perceived by the employees of Wegagen bank with a Grand mean of 3.80 which was above the average scale. In addition to this, there is attribute under the customer response dimension with the lowest perception result. The statement that bank offer a wide range of credit facilities to meet our customer requirement with a mean score of 3.5. In order to retain the existing or attract a new customer's one bank should offer a credit facilities as required otherwise the customers will move or choose other banks who offer better. As a result, the lowest perception rating of the above one attribute by employees may have effect on the bank performance.

Table 4.6 the practice of the customer knowledge dimensions of CRM - employee's perception

	N	Mean	Std. Deviation
our bank offers comprehensive range of investment products	52	3.78	0.53
our bank offers innovation loan service	52	3.30	0.54
our bank has clear objective and strategies to meet customer need and the performance of bank customer relationship	52	3.82	0.43
Valid N (listwise)	52		
Grand mean and Std. deviation		3.64	0.50

As it is seen in table 4.6, compared to the previous dimensions' results customer knowledge has the lowest Grand mean result which was 3.64. From table 4.6 it is evident that employees of the Wegagen bank perceive that the bank offers innovative loan service which is found under the customer knowledge dimension unsatisfactory with a 3.30 rate. This shows the Wegagen bank has a gap in offering loan service to its customers.

Table 4.7 the practice of the customer information system dimensions of CRM- employee's perception

	N	Mean	Std. Deviation
our bank use modern equipment and technologies	52	3.86	0.44
our bank adapted new technologies to improve communication with customer	52	3.84	0.50
our bank ensures proper security system to protected customers transaction	52	3.92	0.55
Valid N (listwise)	52		
Grand mean and Std. deviation		3.87	0.49

For Customer information system dimension the grand mean was 3.87. It was notably above the average scale.

When we see the ratings of each element under the Customer information system dimension, all of them are considerably perceived by the employees of the Wegagen bank positively. This shows the Wegagen bank is performing well on providing technologies that can accelerate the work plus that can fulfill its customer's requirement.

Table 4.8 The practice of the customer value evaluation dimensions of CRM - employee's perception

	N	Mean	Std. Deviation
our bank offered a service which develops good impression	52	3.88	0.42
our bank rendered service that attract our customer	52	3.82	0.47
our customer relaxed using the banking services	52	3.73	0.52
Valid N (listwise)	52		
Grand mean and Std. deviation		3.81	0.47

In the above table, the customer value evaluation perceived by the Wegagen bank with a Grand mean of 3.81 that was significantly above the average scale. Therefore, in this regard it can be seen the bank is performing better. All the items under this dimension are perceived by employees with greater mean score. From this result the bank has to continue on offering a service that develops good impression, on rendering services that attract there customers and on making its customers relaxed on using the services in order to achieve its goals.

Table 4.9 the practice of the customer information process dimensions of CRM- employee's perception

	N	Mean	Std. Deviation
our bank uses technology to automate sale and service functions	52	3.94	0.36
every bank transactions are computerization	52	3.96	0.48
Valid N (listwise)	52		
Grand mean and Std. deviation		3.95	0.42

In contrast to other dimension's result, customer information process has the highest Grand mean of 3.95 as perceived by the employees of the bank which implies the bank is using modern technologies in delivering what individual customers need. The two items our bank uses technology to automate sale and service functions and every bank transactions are computerization which are found under customer information process dimension are perceived by employees positively existing with high mean score so this shows the bank has working good on using modern technologies that cop up with the current situation.

4.2.2 THE PRACTICE OF THE DIMENSIONS OF CRM – CUSTOMERS PERCEPTION

The data was collected to ask the perception of customers that are prominent customers of the Wegagen bank as to Wegagen's bank practice of CRM measured using the six dimensions.

Accordingly, the resultant output is shown in table 4.10 where the practice of CRM application in Wegagen bank is demonstrated by the mean score achieved by each dimension under consideration.

Table 4.10 practice of the dimensions of CRM - customer's perception

Dimensions	N	Mean	Std.Dev.
Customer Acquisition	42	3.73	0.48
Customer Response	42	3.82	0.42
Customer Knowledge	42	4.06	0.40
Customer Value evaluation	42	3.79	0.35
Customer Information system	42	3.88	0.34
Customer Information process	42	3.30	0.56
Grand mean and Std. deviation	58	3.22	0.61

As clearly seen from the table above, Customer knowledge dimension has got the highest Grand mean with 4.06 as compared to the other five dimensions standing first in the group followed by the Customer value evaluation, customer response, customer information system and customer acquisition dimension. On the contrary, the Customer information process dimension achieved the least mean score with 3.30, which evidently puts it in the fifth order rank among the group. Hence, its customer expect Wegagen bank as a company that has a great performance on the customer information process while its performance is perceived to be insufficient regarding the application of CRM as compared to the other dimensions used to assess the application of CRM as a whole. The collected data is used to assess the practice of CRM to which the prominent customers of the Wegagen bank perceive focused on Customer Acquisition , customer response , customer knowledge, customer value evaluation, customer information system and customer information process. A one-sample statistics that shows the mean and standard deviation for the responses given in a five point Likert Scale was calculated using SPSS. The highest mean figures represent the high level of agreement with the item under consideration while the lowest signify high level of disagreement with the scale item.

Table 4.11 The practice of the customer acquisition dimensions of CRM- customer`s perception

	N	Mean	Std. Deviation
my bank provides a variety of service items and information	42	3.85	0.35
my bank actively provides me a total financial access(credit, bid bond)	42	3.52	0.55
my bank staffs show sincere interest in solving my problems	42	3.83	0.53
Valid N (listwise)	42		
Grand mean and Std. deviation		3.73	0.48

The customer acquisition dimension consist of items that are associated with the services provided by the bank used to acquire its customers by fulfilling the customer`s needs. The customer`s perception about the customer acquisition dimension of the Wegagen bank was considerably above the average scale with a Grand mean of 3.73.

In addition to this, each item under the customer acquisition dimension is rated with a mean value above the median but one item is near to the median that is my bank actively seek to provide me a total financial with a rate 3.52. Therefore, this clearly indicates the bank has not focused well on giving the financial service and its staffs sincerely solve its customer's problems.

Table 4.12 the practice of the customer response dimensions of CRM- customer's perception

	N	Mean	Std. Deviation
my bank provides me enough information about different product and service	42	4.02	0.41
my bank staffs are sufficiently empowered to solve different banking problems	42	3.54	0.50
my bank takes action for my erroneous transaction	42	3.90	0.37
Valid N (listwise)	42		
Grand Mean and Std. deviation		3.82	0.42

As it can be observed in table 4.12, the customer response dimension was perceived by the customers with a Grand mean of 3.82 which was above the average scale; when it is compared with other dimensions relatively it is found on the slightly high level. In addition to this, there are attributes under the customer response dimension near to the median score particularly, the item my bank staffs are sufficiently empowered to solve different banking problems was rated by the prominent customers of the wegagen bank with a mean score of 3.54. This makes the item the lowest rated attribute among the other items that are found under the customer response dimension. This specify the bank has a problem on its staffs solving the customer's problem as expected which may severely erode the customers' perception towards on practicing the customer's response of the bank.

Table 4.13 The practice of the customer knowledge dimensions of CRM - customer`s perception

	N	Mean	Std. Deviation
my bank understands my individual need and circumstances	42	3.59	0.49
my bank often insists me in using the bank service and products	42	4.04	0.37
my bank operating hours are convenient to me	42	4.66	0.52
my bank doesn't misuse my knowledge	42	3.95	0.21
Valid N (listwise)	42		
Grand mean and Std. deviation		4.06	0.40

As it is seen clearly in the above table, Compared to the previous dimensions result customer knowledge dimension has the highest Grand mean result which was 4.06. From table 4.13, it is evident that prominent customers of the Wegagen bank perceive all the elements under the customer knowledge dimension positively. This represents that the bank is striving and willing to help customers and provide prompt service.

Table 4.14 The practice of the customer information system dimensions of CRM- customer`s perception

	N	Mean	Std. Deviation
my banks information system allow me performing my banking needs	42	3.97	0.15
my bank proved tel- banking and other interned banking facilities	42	3.73	0.44
Atm machines are available at convenient place	42	3.66	0.47
Valid N (listwise)	42		
Grand mean and Std. deviation		3.79	0.35

The Grand mean for the customer information system dimension was 3.79 which notably was above the average scale. When we see the ratings of each element under the customer information system dimension, one item is considerably high perception score with 3.97, on the contrary there is a score with 3.66 which is near to the median and there is also slightly high with 3.73 score. This shows the bank has a gap in providing the ATM machines for its customers on suitable areas.

Table 4.15 The practice of the customer value evaluation dimensions of CRM- customer`s perception

	N	Mean	Std. Deviation
my bank always delivers superior service	42	3.88	0.32
my bank provides high quality service	42	3.85	0.35
my bank provides good infrastructural service	42	3.88	0.39
I enjoy my bank service	42	3.90	0.29
Valid N (listwise)	42		
Mean and Std. deviation		3.88	0.34

As it is realized in the above table, Compared to the previous dimension`s result customer value evaluation has the second highest Grand mean result of 3.88. It is apparent that prominent customers of the bank perceive all the elements under the responsiveness dimension positively. All the items found under the customer value evaluation are in a high score so from this it`s clear the bank is performing well on giving value to its customers by providing good service to fill its customers need.

Table 4.16 The practice of the customer information process dimensions of CRM- Customer's perception

	N	Mean	Std. Deviation
my bank has a system to make it easier for me to do business with the bank	42	3.52	.55
my bank has a computer system for recording my purchases and service	42	3.09	.57
Valid N (listwise)	42		
Grand mean and Std. deviation		3.30	0.56

Compared to other CRM dimensions, Customer information process was perceived as the lowest by respondents with a Grand mean of 3.30. This dimension is concerned with the performance of the bank on using technologies to accelerate works and make the service easier to use by its customers, Since performing well on the Customer information process on banks makes the bank preferable by the customers because nowadays the technologies are changing from time to time. Therefore, having relatively low perception rating in this dimension may cause customers to lose confidence and develop bad thought about the customer information process dimension practices.

4.3 DISCUSSION

Here the dimension of the CRM result found in the study discussed with the support from the scholars who previously explore about the CRM dimensions.

- Customer acquisition in this study perceived by the employees positively which the Grand mean was 3.7243 and the customers perceived it with 3.7380 found on the average scale which show the bank has a potential to acquire new customers .according to Sheik Abdullah ,(2016) Customer acquisition is one of the processes of Relationship marketing, it bring new customers to the marketer. From the category the employee's response about their bank addressing the customer's requirement shows there is a weakness on the bank. Sheik Abdullah ,(2016) found that customer acquisition initiatives should provide adequate requirements to the customers.

- The other dimension is customer response perceived by the employees with a Grand mean of 3.8029 and customers perceived it with 3.8254 which was above the average scale. From the categories the employees were not satisfied about the bank offer a wide range of credit facilities. As Shahroodi,(2012) stated Customer response indicates organization responsibility towards customers' needs and demands. In the study customer's perception about the category, the bank staffs are sufficiently empowered to solve different banking problems shows the bank didn't arrange the employee's position carefully which discourage the customer's confidence on the bank about solving their problems. According to the scholar an organization have to react for the queries and activities of the customer. Dealing with these queries intelligently is very important. Success totally depends on understanding and interpreting these queries to provide the best solution. During this situation, if the supplier wins to satisfy the customer by properly answering his/her queries, he/she succeeds in explicating a professional and emotional relationship with him/her.

- Customer Knowledge has the lowest Grand mean perceived by the employees with a Grand mean of 3.6410. Sheik Abdullah (2016) discovered that Customer knowledge is the essential one, who aims to adapt their processes, products and services to their customers' needs in order to build a healthy and profitable customer relationship. The employees perceive the category about the bank offer innovative loan service unsatisfactory. The scholar explain about the banking companies gather information and the insight they need will build stronger customer relationships. Their customer knowledge may not be sufficient and should set up the necessary processes and systems in order to collect more information and data on who the customers are, what they do and how they think from the financial point of view. In this study the customers perceived the dimension exists with 4.0654 Grand mean which shows the customers are satisfied on the bank practicing customer knowledge dimension.

- For Customer information system dimension the Grand mean perceived by the customer was 3.8782 which one can clearly see the bank is practicing the dimension well all the categories under the dimension were positive for the employees. As stated a good CRM-Information system will help a business to attract, and win new customers, retain those the

company already has, as well as reduce the costs of marketing and customer service. When we come to the customers the dimension perceived positively with a Grand mean of 3.7936 which was far from the median value. The category about providing ATM machines for its customers on suitable areas they were unhappy from how they rate it. as the author describes complete information will leads to customer satisfaction and Customer information system in banks adopts recent innovative technologies to attract also systematic transparent information should be read out by the customers.

- The customer value evaluation perceived by the employees with a Grand mean of 3.8141, by the customers with a Grand mean of 3.8809 and all the categories perceived positively by the two respondents which clearly specify the bank practice this dimension greatly. Sheik Abdullah (2016) emphasized that Customer value Evaluation is essential part of Customer Relationship Management dimension. Based on this the bank is practicing the very important dimension which can help it to achieve its goals.

- When we see the last dimension customer information process perceived by the employees with a 3.9519 Grand mean which was very far from the average scale and this specify the employees are satisfied with the practice of this dimension but the reverse is for the customers, they perceived it with a Grand mean of 3.3095 which was low. The same as the findings of this study ZulianaZulkifli and IzahMohd Tahir (2012) found that Customer Information process was dropped due to low loading factor in his study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF THE FINDINGS

The previous two sections presented in detail about the practice of CRM dimensions application in Wegagen bank as perceived by the employees and customers of the sampled branches. In this section, the finding from the two groups of respondents is presented in a summarized and instructive manner.

Both respondent groups were asked to assess the practice of CRM in a five point Likert scale where the practice of its application is derived from the assessments made on the six dimensions therein.

Accordingly, in the previous section the resultant sample statistics for both groups of respondents shows that wegagen bank practice of application in customer acquisition dimension is at the slightly high stage. As to the customer knowledge dimension, the Grand mean for the two groups of respondents significantly different, employees perceive the wegagen bank practice of this dimension less favorably than the customers resulting with a Grand mean of 4.0654 and 3.6410, the customer knowledge Grand mean score perceived by the customer is the highest relatively to the other dimensions the reverse happens for customer information process dimension, that is the employees perceive the wegagen bank practice of customer information process is highly favorable than the customers resulting with a Grand mean of 3.9519 and 3.3095, the score of the customer information process dimension rated by the customers is the lowest score from the rest five dimension which shows there is a clear gap in practicing this dimension in the bank. When we come to the customer response dimension the mean score perceived by both the employee and customers are closer with a Grand mean of 3.8254 and 3.8029 which are found on slightly high score , the same for customer value evaluation which are closer with a Grand mean for employees perception 3.8809 and customer perception 3.8141 .The other dimension is the customer information system the Grand mean perceived by the employees is bit higher than the customers perceive it which is 3.8782 and 3.7936 both are found on slightly high score. From all the dimensions the customer information process perceived by the prominent customers of wegagen bank has the lowest Grand mean value with 3.3095 which indicates the customers are very unsatisfied with the bank performance on this dimension.

5.1.1 CONCLUSION

Based on the findings presented in the previous chapter, this chapter provides the conclusions reached as to the practice of CRM application in Wegagen bank.

The main purpose of this study was to assess the practice of CRM application and to identify which CRM dimensions are well practicing currently in the bank. The CRM practices in the Wegagen bank has been assessed from six dimensions where both employees and customers of the selected sample tier 1 branches are included.

- Wegagen bank has a good customer acquisition performance but the service on replying urgent requirement like; foreign trade support basically import is weak.
- With respect to the customer response the bank has a gap on offering a wide range of credit facilities to meet its customer's requirement and also it has a weakness on arranging its employee's power which makes it hard to solve the problems faced by the bank.
- When we see the customer's knowledge: the way the bank understands individual customer's interest is poor. This may drive the customers to see their surroundings and find another bank that can treat them better.
- about the customer information system and customer value evaluation both are implemented very well this implies the bank is giving attention on providing technologies that can accelerate the work to fulfil the customers' requirements and also gives value to its customers by providing relatively good service to satisfy the customers need and want.
- On The customers' information process the bank's systems aren't easy for its customers to do business with it. Since there is a stiff competition on banks this may lead the customers to look for other banks that can offer better services with simple and clear banking systems.
- Hence, it is confident to conclude the practice of CRM application in Wegagen bank is at the **average level**; the practice of application of the customer knowledge dimension was being the highest in achievement while the customer information process practices are insufficient.

5.1.2 RECOMMENDATIONS

From the conclusions the following possible remedies are suggested:

- Concerning the customer acquisition, the bank should strictly work on the improvement of the customer's urgent requirements with respect to providing financial access by making them to be changed in short, fast, and clear way, by providing credit facilities such as pre-shipment loan, over draft loan, and term loan.
- Regarding the customer's response the bank should give a focus on the arrangement of its employees to work on their level of power to solve any problems occur in the bank so as the customers can have a confidence on the staffs solving their problems in any case.
- As to the customers knowledge aspect the bank should give attention on giving individual need and circumstances of its customers, since there is a stiff competition on banking sectors the bank may lose its customers.
- With respect to customer information system and value evaluation the bank is doing very well but still it needs to work hard to make it the best one by placing the ATM machines available at convenient places, by using modern equipment and technologies.
- On the customer information process the bank should have a system that can make easier for the customers to do a business with the bank by using updated technologies that can make all processes easier, the bank need to use computer system for recording the customers 'requests and service rendered.
- More over the bank should create an Access on its, web site where customers can directly fill forms for their enquiry and also their comments about the bank's service to make the customer confident to use the bank with no doubt.

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APPENDIX 1

EMPLOYEE QUESTIONNAIRE

PURPOSE OF THE QUESTIONNAIRE

This questionnaire is prepared to solicit primary data from the employees of wegagen bank to assess **the Customer Relationship Management (CRM) practice in wegagen bank-** for the partial-fulfillment of MA in Marketing Management from St. Mary's University.

The responses are to be kept confidential and will be used for academic purpose only. In addition, all personal data shall be treated collectively rather than on personal levels.

PART A. CRM BEST PRACTICES SCALE

Please indicate the extent to which you agree/disagree with the following statements. Strongly Disagree carries the least weigh of 1 while Strongly Agree carries the highest weight of 5. Please put \surd mark accordingly.

Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Customer acquisition dimension					
1.Our bank accept different approaches to attract our targeted customers					
2. our bank uses customer information to attract new customers					
3. our bank adapt different measures to meet our customers urgent requirements					
Customer response dimension					

1. our bank uses varied communication channels					
2. our bank offers a wide range of credit facilities to meet our customers' requirements					
3. our bank offers products that reflect our customers earnings and wealth					
4. our bank offers useful online products and services					
Customer Knowledge Dimension					
1. our bank offers comprehensive range of investment products					
2. our bank offers innovative loan services					
3. our bank has clear objectives and strategies to meet customers' needs and the performance of bank customer relationships					
Customer information system dimension					
1. our bank use modern equipment's and technologies					
2. our bank adapted new technologies to improve communication with customer					
3. our bank ensures proper security system to protect customers transaction					
Customer value evaluation Dimension					

1..our bank offered a service which develops good impression					
2. our bank rendered services that attract our customers					
3. our customers feel relaxed using the banking services					
Customer information process					
1. our bank uses technology to automate marketing , sales and service functions					
2. every bank transactions are computerization					

PART B. GENERAL AND DEMOGRAPHIC INFORMATION

1. Please indicate your gender.

- Male Female

2. Please indicate your highest level of education.

- Diploma Degree
 MA PhD

3. Please indicate your job title in wegagen Bank.

- Branch Manager
 Customer Relationship officer
 Customer Relationship Manager – Business and Corporate Customers

Customer Service Manager

Customer Relationship Manager – Commercial Customers

4. Please indicate your years of job experience in wegagen bank.

1-3 years 11-20 years

4-10 years >20 years

Thank you for your cooperation.

APPENDIX 2

CUSTOMERS QUESTIONNAIRE

PURPOSE OF THE QUESTIONNAIRE

This questionnaire is prepared to solicit primary data from the customers of wegagen bank to assess the **Customer Relationship Management (CRM) practice in wegagen bank-** for the partial-fulfillment of MA in Marketing Management from St. Mary's University.

The responses are to be kept confidential and will be used for academic purpose only. In addition, all personal data shall be treated collectively rather than on personal levels.

PART A. CRM BEST PRACTICES SCALE

Please indicate the extent to which you agree/disagree with the following statements. Strongly Disagree carries the least weigh of 1 while Strongly Agree carries the highest weight of 5. Please put \surd mark accordingly.

Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Customer acquisition dimension					
1.my bank provides a variety of service items and information					
2. my bank actively seeks to provide me a total financial					

3. my bank staffs show sincere interest in solving my problems					
Customer response dimension					
1. my bank provides me enough information about different product and services					
2. my bank staffs are sufficiently empowered to solve difficult banking problems					
3. my bank takes actions for my erroneous transaction					
Customer Knowledge Dimension					
1. my bank understands my individual needs and circumstances					
2. my bank often insists me in using the banks services and products					
3. my bank operating hours are convenient to me					
4. my bank doesn't misuse my knowledge					
Customer information system dimension					
1. my banks information system allows me performing my banking needs					

2. my bank provides tele - banking and other internet banking facilities					
3. ATM machines are available at convenient places					
Customer value evaluation Dimension					
1..my bank always delivers superior services					
2. my bank provides high quality services					
3. my bank provides good infrastructural services					
4. I enjoy my bank services					
Customer information process					
1. my bank has a system to make it easier for me to do business with the bank.					

PART B. GENERAL AND DEMOGRAPHIC INFORMATION

1. Please indicate your gender.

Male Female

2. Age

< 20 years 20-32 years

33-39 years 40-49

>50 years

3. Please indicate your highest level of education.

Diploma

Degree

MA

PhD

Please sepecify-----

4. type of employers

Private

self- employed

government/public agency

5. how long have you been customer of this bank?

< 1 year

7-10 years

1-4 years

>10 years

4-7 years

Thank you for your cooperation.