

ST. MARY'S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMNT
AN ASSESSMENT OF CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICE THE CASE Of
BANK of ABYSSINIA
By
BESUFKAD GEBRE

SMU

June 2014

ADDIS ABABA

**An Assessment of Customer Relationship Management
Practice the Case of Bank of Abyssinia**

by

BESUFKAD GEBRE

**A Senior Essay Submitted to the Department of Marketing
Management**

**Business Faculty
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BESUFKAD GEBRE

**Faculty of Business Department of Marketing Management
Approved by the Committee of Examiners**

Department Head

Signature

Advisor

Signature

Internal Examiner

Signature

Examiner

Signature

External

June 2014

SMUADDIS ABABA

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LIST OF ABBREVIATIONS

CRM Customer relationship management

BOA Bank of Abyssinia

CSO Customer service official

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

According to Kotler (2006) in the 21st century, every marketing activity must be led by principles and systematic way. Marketing is a process by which companies create value for customers, and build strong customer relationships, in order to capture value from customers in return. Furthermore, Gronroos (1990) pointed out that Marketing is to establish, maintain, and enhance relationships with customers and other parties, at a profit, so that the objectives are met. This is achieved by a mutual exchange and fulfillment of promise.

Berry (1995) in somewhat broader terms also has a strategic point of view concerned with CRM. He has stressed that attracting new customers should be viewed only as an intermediate step in the marketing process and, that developing closer relationship with this customers and turning them into loyal ones should be equally important aspect of marketing. Thus, he proposed that relationship marketing be seen “attracting, maintaining and in multi service organizations enhancing customers relationships”.

The banking industry has traditionally operated in a relatively stable environment for decades. However, nowadays, the industry is facing an aggressive competition and, banks have lost a substantial proportion of their domestic business to essentially non-bank competition. Fighting competition is vital for the profitability and ultimate survival of banks today. Many businesses such as banks, insurance companies, and other service providers realize the importance of Customer Relationship Management (CRM).

CRM has the potential to help these industries acquire new customers and retain existing ones in order to maximize their lifetime.

Bank of Abyssinia is the third private bank opened in Ethiopia next to Awash International Bank and Dashen Bank. Due to the free market structure, private banks started emerging in to the market under the

bank business proclamation No. 84/94. Bank of Abyssinia was established on February 15, 1996 with 131 shareholders, 32 workforces and with only 1 branch. Furthermore it had a subscribed capital of 25 million and authorized capital of 50 million, whereas it's paid up capital was just birr 17.8 million.

Nowadays the bank has shown growth progress in terms of shareholders, employees, customers, and branch expansion. Currently the bank has 1,406 shareholders, 2,195 employees, and over 36,000 customers with nearly 100 branches expanding throughout the country. The bank provides different services to its customers some of these include; saving account, youth targeted saving program, gift saving accounts, on-site services safe deposit boxes, international money transfer etc. In addition to this, its subscribed capital has grown to 630 million with an authorized capital of 630 million and with an increase in it's paid up capital of 576.4 million. Meanwhile the bank's total capital, deposit and total asset has grown to birr 842.7 million, 7.95 billion, and 9.5 billion respectively.

The vision of BOA is to live up to the legacy of the pioneer bank of Ethiopia, through continuous innovation and provision of excellent banking system. The mission of the bank is to provide a full-fledged domestic and international banking service through qualified and motivated employees and utilization of modern technology. Some of the values of BOA include integrity, efficient customer service, employee satisfaction, loyalty, commitment etc.

In this stiff market, attracting and crucially keeping customers for the long term is a key challenge for all businesses and more especially the banks. Similar to other Companies Operating in Ethiopia, Bank of Abyssinia is in away to create long lasting relationship with customer. The study is intended to see customer relationship management practices of BOA.

1.2 Statement of the Problem

The market condition and business environment of the 21st century is witnessing rapid change. Business often must respond to this rapidly changing environment. Environmental change has been a business focus for decades. Now, a well-established new comer is changing the traditional business environment even more: information technology; the internet and the electronic commerce are the new players disrupting the business environment. Even more critical is the development of entirely new business. Given these changes, businesses have rediscovered that, more than ever, in the face of increased competition, matured market, and ever-demanding customers, treating existing customers well is the best source of profitability and sustained growth (Hair, and others 2006).

Competition is at the core of the success or failure of a bank as well as all the firms According to porter (1985).

In the present-day, Ethiopia banking industry, CRM is sought-after competitive edge because of the fact that this is the only way the bank can achieve competitive advantage. From this, the student researcher tries to see how bank of Abyssinia performs according to its customer relationship practice.

Bank of Abyssinia have fall short of expectations of their customer in recent time. Customer have experienced challenges ranging from customer delay, Unprofessional conduct by the staff of the bank, failed promises among others, poor handling of customer complaints mechanisms, inadequate information to the customers.

Consequently, there is a problem of customer relationship and loyalty of the bank. For a new bank, customer creation is important, but an

established bank like Bank of Abyssinia it is the retention is much more efficient and cost effective mechanism.

1.3. Basic Research Question

- 1 What are the factors that affect customer relationship management practice in the case company?
- 2 How strong is the awareness of employees at BOA with respected to CRM?
- 3 To what extent is the case company successful in maintaining mutual satisfying long-term relationship with its customers?
- 4 What specific mechanisms are used by BOA to its customers as an opportunity to complain?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of this study is intended to see and describe the customer relationship management of Bank of Abyssinia.

1.4.2 Specific Objective

- To identify the factors that affects the CRM in the case company.

- To assess the awareness of Customer Relationship Management at BOA.
- To indicate what extent the case company successful in maintaining mutual satisfying long-term relationship with its customers
- To identify specific mechanisms used by BOA for customer to complain.

1.5 Significance of the Study

The student researcher believes that the study will contribute the following

- Create awareness by indicating the problem of BOA on CRM and give viable information for the top management.
- The student researcher will also develop a better and concrete knowledge on the specific area.
- Management and employees of the banks as a reference to better customer relationship management practice.
- Moreover, the researcher also believes that such kind of study will be a background for other researchers who would like to study the CRM of other banks or companies to use it as a secondary data.

1.6 Delimitation of the Study

To make the study manageable, the student researcher delimits the topic of the study only in retail banking service of Bank of Abyssinia. In addition, the study focused on from September 2013- May 2014 and customers' retail banking services users of the bank. Because to get recent data for the study. Sampled branches in Addis Ababa area were taken; these are Bole Branch, Airport Branch and Kazanchis Branch.

Because, the branches mentioned have a different standing with the customers they handle. Bole, Airport & Kazanchis have a Grade, IV ,II& I

standing respectively. This implies that the higher the grade the more customers were handled. This helps the student researcher tries to see the bank's CRM from different customer angles. Moreover, the above branches have potential customers.

1.7. Research Design and Methodology

1.7.1 Research Design

To conduct the study that assesses the customer relationship practice of Bank of Abyssinia, the student researcher had used descriptive research method. This is because it has helped to describe the problem/ trends of CRM practice of the company.

1.7.2 Population, Sample size and Sampling Techniques

To gather appropriate information that was relevant to the study the student researcher took the customers of BOA as population. Marketing Manager of BOA was also a unit of the study.

Since it was difficult to get the exact number of population of BOA customers, it was not be possible to determine the sample frame.

Therefore, according to Malhotra (2006:339), when there is no sample frame, the minimum sample size recommended is 200. Marketing Manager was conducted through interview.

Since samples are chosen arbitrarily there is no way to estimate the probability of any one element being included in the sample. No assurance was given that each item has a chance of being included. It is impossible either to estimate sampling variability or identify possible bias, the student researcher was implement convenience sampling techniques to choose respondents from customers. An additional reason to use this technique was selected only if they can be accessed easily. Marketing

manager was addressed purposively or judgmental, because a direct contribution to subject matter.

1.7.3 Types of Data Collected

To get useful and enough information for the research study, the student researcher both primary and secondary data were collected. Secondary data sources consists books, journals, online available information, marketing policy and procedure of BOA. In addition to the above secondary data, primary tools were used. This includes interview, and questionnaire.

1.7.4 Method of Data Collection

The student researcher had applied both quantitative and qualitative data. Quantitative data were collected through closed ended questions in the questionnaires. Qualitative data were collected through interview conducted with Marketing Manager and open-ended questions in the questionnaires.

1.7.5 Data Analysis Methods

The quantitative data that was collected through questionnaires was analyzed by descriptive data analysis techniques, in order to summarize the finding data was through tabulation and percentage. The response beings obtained through interview and open-ended questions in the questionnaires was narrated.

1.8 Limitation of the study

As a student researcher, my intention was to convey all the possibilities to assess the customer relationship management practice of BOA. However the study need skilled and organized manpower to get detail and enough information, adequate time and financial resource. Moreover, some respondents do not provide relevant data and information on time. All the above reasons reducethe strength of the outcome of the research.

1.9 Organization of the Study

As suggested by research literatures and related research work the final paper contains four chapter.The researches had been organized in to four chapters. The first chapter is background of the study, introduction on the subject matter, statement of the problem, research objective, delimitation of the study, significance, design and methodology. The second chapter had been deal with literature review. The third chapter is concerned with data analysis and interpretation. Lastly, the fourth chapter contains summary, conclusion and recommendation. In addition list of bibliography and sample questionnaires are attached.

CHAPTER TWO

2. Review of Related Literature

2.1. Overview of Customer Relationship Management

Marketing scholars are studying the nature and scope of CRM and are developing conceptualizations regarding the value and process of

cooperative and collaborative relationships between buyers and sellers. Many scholars with interests in several sub-disciplines of marketing, such as channels, services marketing, business-to-business marketing, advertising, and so forth, are actively engaged in studying and exploring the conceptual foundations of managing relationships with customers. They are interested in strategies and processes for customer classification and selectivity; one-to-one relationships with individual customers; key account management and customer business development processes; frequency marketing, loyalty programs, cross-selling and up-selling opportunities; and various forms of partnering with customers including co-branding, joint-marketing, development, and other forms of strategic alliances (Parvatiyar&Sheth, 2000).

In recent years, CRM has emerged as a top commercial priority. CRM is not simply a method used by leading service organizations to gain a competitive advantage: it has become a necessity for their survival (Buttle, 2004:1). As markets become increasingly competitive, the development of relationships that can be maintained in the face of the many inducements to switch service providers is seen as a method of creating a sustainable competitive advantage. Many professional services, including banking services, are rated and rewarded by the client relationships they manage (Swartz &Iacobucci, 2000:323).

A relationship may be conceived as comprising two stages: firstly attracting the client, and secondly building and managing the relationship over time so that the economic and social objectives of both parties are achieved. The first phase of “attracting”, “establishing” or “creating” entails customer relationship marketing that centers on developing or establishing a continuous or long term relationship between a service provider and a client, for their mutual benefit (Swartz &Iacobucci, 2000:320,322).

Relationship marketing as viewed as building relationships and networks and ensuring interaction (Baker, 2003:33). The second phase, during which the service provider attempts to maintain and enhance relationships and retain the clients, is customer relationship management. (Swartz &Iacobucci, 2000:322).

2.2 Definition of Customer Relationship Management

Before I begin to examine the conceptual foundations of CRM, defining what CRM is would be useful. In the marketing literature, the terms customer relationship management and relationship marketing are used interchangeably. As Nevin (1995) points out, these terms have been used to reflect a variety of themes and perspectives. Some of these themes offer narrow functional marketing perspective while others offer a perspective that is broad and somewhat paradigmatic in approach and orientation. A narrow perspective of customer relationship management is database marketing emphasizing the promotional aspects of marketing linked to database efforts (Bickert, 1992)

Another narrow, yet relevant, viewpoint is to consider CRM only as seeking customer retention by using a variety of after marketing tactics that lead to customer bonding or staying in touch with the customer after a sale is made (Vavra, 1992). A more popular approach with the recent application of information technology is to focus on individual or one-to-one relationships with customers that integrate database knowledge with a long-term customer retention and growth strategy (Peppers & Rogers, 1993).

Thus, Shani and Chalasani (1992) have defined relationship marketing as “an integrated effort to identify, maintain, and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized, and

value-added contacts over a long period of time.” Jackson (1985) applies the individual account concept in industrial markets to suggest CRM to mean, “Marketing oriented toward strong, lasting relationships with individual accounts”.

In other business contexts, Doyle and Roth (1992) have proposed similar views of customer relationship management. McKenna (1991) has professed a strategic view by putting the customer first and shifting the role of marketing from manipulating the customer (telling and selling) to genuine involvement with the customer (communicating and sharing knowledge).

Berry (1995),. He has stressed that attracting new customers should be viewed only as an intermediate step in the marketing process and that developing closer relationship with these customers and turning them into loyal ones should be equally important aspects of marketing. Thus, he proposed that relationship marketing be seen as “attracting, maintaining, and – in multi-service organizations – enhancing customer relationships”.

Morgan and Hunt (1994) draw upon the distinction made between transactional exchanges and relational exchanges by Dwyer, Schurr, and Oh (1987) to suggest that relationship marketing “refers to all marketing activities directed toward establishing, developing, and maintaining successful relationships.”The core theme of all CRM and relationship marketing perspectives is its focus on a cooperative and collaborative relationship between the firm and its customers, and/or other marketing actors.

Moreover, according to journal of economics and social research (2002) customer relationship management CRM is a comprehensive strategy and processes of acquiring, retaining,.And partnering with selective customers

to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value

2.3 Staff Dissatisfaction

According to Pantouvakis, (2010) scratch the surface of many service organizations where much of the front-line employees' work has been routinized or dehumanized and you will find in many cases the employees are unhappy with the organization. Why should they attempt to make customers happy when they are not happy themselves? In transactional analysis these individuals have adopted what Harris, describes as an 'I'm not OK' position. The organization has made them feel 'Not OK', and they take it out on the customers – 'You will not be OK either'. If the service providers are to improve the interaction of these staff with customers, then they have to make them feel, 'I'm OK, the organization's OK, you're OK, and I'd like to help you'. But before the organization can remove the dissatisfaction,

it has to be understood. So what makes employees dissatisfied with their jobs?

Many factors have been found to contribute to this problem. These are:

- Role ambiguity
- Role conflict
- Role overload
- Employee/job mismatch
- Performance measured on quantity not quality
- Lack of empowerment

- Lack of a common purpose
- Lack of management commitment

2.4 Economics of Retention Strategies

RM can be regarded as an alternative to mass marketing and, as such, marketers' commitment to such strategies are only applicable when they are affordable and practical(Berry, 2000). Consequently, the economics of costly relational techniques must, in circumstances where acquisition and retention cost ratios are small, be closely examined. This is especially evident in the case of many costly loyalty schemes in which incentives to retention are costs that (if profitability is to be maintained) may lead to higher prices. The evidence that exists suggests in industries where recognizable high front-end costs (i.e. cost of personal selling, direct and indirect costs of detailed information gathering, supply of equipment, advertisement and other expenditure) are involved,these are drivers to relational strategies that promote customer retention over customer acquisition.

Where acquisition costs are relatively low and/or where the real difference between acquisition and retention costs is marginal, the introduction of costly relational strategies may become a financial burden.

Retention economics are also promoted as a time-based type of competitive advantage through the suggestion that investment in long-term relationships brings long-term advantages (Egan, 2008). Relationship investment in this respect refers to the time, effort and resources that the supplier invests in building stronger investments (Palmatier and other.,2006). Gummerson has introduced the phrase "return of relationships (ROR)" to describe the expectation that there would be a return on this investment. ROR can be defined as "the long-term net financial outcome caused by the establishment and maintenance

of an organization's network of relationships" (Gummerson, 1999). The long-term orientation is often emphasized as it is believed that loyalty is cumulative as stated above. Long-term benefits may be considered from two perspectives:

- relationship stages;
- the lifetime value of the consumer

2.5. Customer Relationship Management in Banking Industry

Today, many businesses such as banks, insurance companies and other service providers realizes the importance of customer relationship management and its potential to help them acquire new customers, retain the existing ones and their life time value. Onut and others (2007) argues that CRM is a business strategy of identifying the banks most profitable customer and prospects, and devotes time and attention to expanding account relationships with those customers through individualized marketing, reprising, discretionary decision-making and customized service all delivered through the various sales channels that the bank uses.

In the words of Joyner (2002) as quoted by Pokharel (2011), states that, the banking industry is facing an ever-increasing level of competition around the world as the dynamics of the business change. Technology, commoditization, deregulation, and globalization forever change the face of the bank. Banks have understood the need to capitalize on the new technologies to gain advantage in the competition by exploiting their customer base, brand value, and costly infrastructure investments in order to increase profits, as there is a direct link between the customer satisfaction and the profitability.

CRM is the strategy, which enables the banks to analyze the customer profiles, to direct their needs to the potential profitability areas and

establish the necessary actions to achieve customer satisfaction, competitive advantage and thus the profitability. From the customer points of view, the competition brings them various choices and increases the bargaining power. Today, customers are looking for benefits from the bank, better service, lower transaction fees, higher interest rates, a sign of prestige, new products access from different channels etc, this scheme forces the banks to look for new ways to satisfy customers before any other bank or financial institution does. Onut and others (2007) observes that the objectives of CRM in the banking sector are to help businesses use technology and human resources gain insight into the behavior of customer and value of those customers. If it works as hoped, a business can, provide better customer service, make call centers more efficient, cross sell product more effectively, help sales staffs close deal faster, simplify marketing and sales processes, discover new customers, and increase customer's revenues. Implementing customer relationship management.

Mihelis and other, (2001) considers the implementation of CRM in the banking sector to be focused on the evaluation of the critical satisfaction dimensions and the determination of customer groups with the distinctive preferences and expectations in the private bank sector. However, customers today are looking for better place to go that their businesses can be assisted. Any CRM programs in the banking sector must focus on the mutual benefits of both the company and the customers. Moreover, implementation process of CRM should require and involve the top management if it must succeed. Marketing of customer services aims at two important goals: prosperity to the bank and satisfied customers. Banks offer tangible services like loan schemes, interest rates and kinds of account and the intangible services like behavior and efficiency of staff, speed of transactions and the ambience. The banks may need to include customer oriented approach or customer focus in their five areas of

businesses such as Cash accessibility, asset security, money transfer, deferred payment and financial advices.

There are four strategies available to customer relations' managers:

- To win back or save customers
- To attract new and potential customers
- To create loyalty among existing customers and
- To up sell or offer cross services.

The future of banking business very much depends upon the ability of the banks to develop close relationship with the customers. In order to develop close relationship with the customers the banking industry has to focus on the technology oriented innovations that offer convenience to the customers. Today customers are offered ATM services, access to internet banking and phone banking facilities and credit cards. These have elevated banking beyond the barriers of time and space.

2.6. Fundamentals of Relationship Marketing

Above all the process of marketing planning has a number of benefits (Hollensen, 2006):

- **Consistency:** The individual marketing action plans must be consistent with the overall corporate plan and with the other departmental or functional plans.

- **Responsibility:** Those who have responsibility for implementing the individual parts of the marketing plan will know what their responsibilities are and can have their performance assessed against these plans. Marketing planning requires management staff to make clear judgmental statements about assumptions, and it enables a control system to be designed and established whereby performance can be assessed against pre-defined criteria.

- **Communication:** Those implementing the plans will also know that the overall objectives are and how they personally may contribute in this respect.

- **Commitment:** Assuming that the plans are agreed upon by those involved in their implementation, as well as by those who will provide the resources, the plans do stimulate a group commitment to their implementation, and ultimately lead to better strategy-implementation.

Plans must be specific to the organization and its current situation. There is not one system of planning but many systems, and a planning process must be tailor-made for a particular firm in a specific set of conditions.

Marketing planning as a functional activity has to be set in a corporate planning framework.

There is an underlying obligation for any organization adopting marketing planning systems to set a clearly defined business mission as the basis from which the organizational direction can develop.

Without marketing planning, it is more difficult to guide research and development (R&D) and new product development (NPD); set required standards for suppliers; guide the sales force in terms of what to emphasize, set realistic, achievable targets, and avoid competitor actions or changes in the marketplace. Above all, businesses, which fail to incorporate marketing planning into their marketing activities, may therefore not be in a position to develop a sustainable competitive advantage in their markets (Hollensen, 2006).

2.7. Critical Success Factor of CRM

According to Banking Journal, Volume 1, CRM is a holistic approach, which needs alignment of different aspects of a business. Management and leadership, change management, human resources and using right technologies are the critical success factors of CRM.

1. Management and leadership

Leaders/Managers in a bank should have an important role by sharing CRM team's vision with management. The leaders' role has to be facilitator for implementing CRM. Effective Leadership skills result in CRM success. Innovative managers works with his team, makes decisions by consulting his team, whilst still maintaining control of the group as well as appreciate all the feedbacks in the organization related with CRM implementation and strategies and tries to integrate people into it. Because CRM is the backbone of communication, manager communication, and coaching skills is the important in CRM implementation any banks.

2. Change Management

"CRM is an evaluation. Change is inevitable." When new IT systems, software, etc. are deployed, the way people doing their jobs would also change, so cultural change adaptation is crucial. It can be also called as Multi-Pronged Change Strategy. Instead of rushing, CRM team can prefer a gradual change. Workshops and brainstorming meetings with sales, marketing, and customer service staff and shared their CRM strategies can be conducted. Banks do train employees and first, they tried to change employees' mindset from operation centric ones to customer centric ones. Change management is crucial to promote user adaptation. Major focus is based on training to achieve adaptation.

3. Information Technology (IT)

Nowadays many banks began to deploy new technologies according to their needs. With advanced technologies, it gets the advantage of doing tasks faster and more accurately. There are various software for CRM like

Siebel systems for operational CRM; Teradata for data warehouse; Unica's Affinium for campaign management; SAS for data modeling activities. Banks also develop a task manager program that helps sales representatives to see 360-degree of customer view.

4. Human Resources

CRM is the backbone for communication. For a successful CRM implementation, human resources management of a company is very important. Integrating employees into strategies and training them is very important to adapt them to change. Employees are the interface of the company, so they will highly affect the bank's image.

2.7.1. Building the Right Relationship with the Right Customer

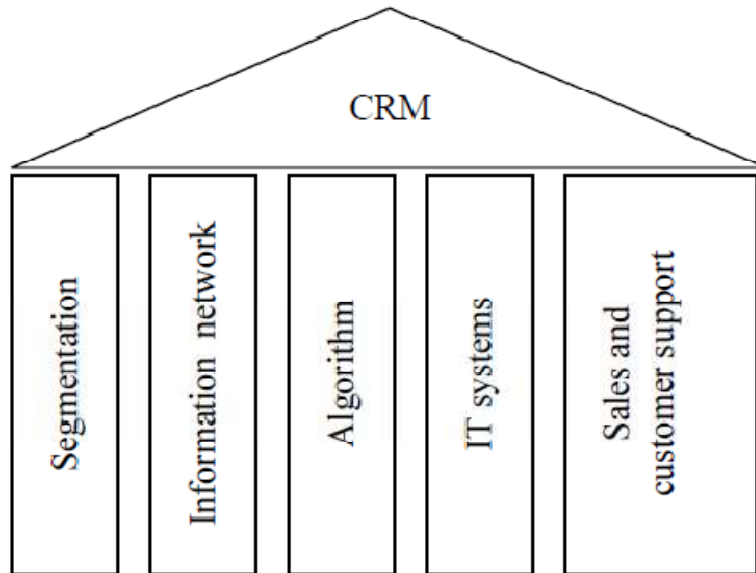
Companies should manage customer equity carefully. They should view customers as assets that need to be managed and maximized. Nevertheless, not all customers not even all loyal customers are good investments. Surprisingly, some loyal customers can be profitable which customers should the company acquire and retain. "Up to a point the choice is obvious: keep the consistent big spenders and lose the erratic small spenders," say one expert. "But what about the erratic big spenders and consistent small spenders."

The company can classify customers according to their potential profitability and manage its relationships with them accordingly. (Kotler, 2006; 6)

2.7.2. What is Customer Equity?

The ultimate aim of customer relationship management is to produce high Customer Equity. Customer equity is the combined discounted customer lifetime values of all of the company's current and potential customers. Clearly, the more loyal the firm's profitable customers, the higher the firm's performance than the current sales or market share. Whereas sales

and market share reflect the past customer, equity suggests the future(Kotler, 2006; 6).



The BCG's five pillars supporting CRM implementation

2.8. Benefits of Customer Relationship Management

Gifford (2002) states that there are significant business benefits derivable from an integrated customer relationship management approach. These include:

- Reduced costs, because the right things are being done (i.e., effective and efficient operation).

- Increase customer satisfaction, because they are getting exactly what they want (i.e., exceeding expectations).
- ensuring that the focus of the organization is external.
- Growth in number of customers.
- Maximization of opportunities (i.e., increased services, referrals etc).
- Increase access to a source of market competitor information.
- Highlighting poor operational processes.
- Long-term profitability and sustainability.

2.8.1. Benefits to Customers, Ansoff (1990:26) as Quoted by Onu

(2008) Includes:

- Risk and stress reduction
- High quality service since the service provider becomes knowledgeable about customers' requirements
- Social and status benefits from continuity relationships with a supplier since repeated contract may develop relationship resembling personnel friendship, which can feed ones status (ego).
- Avoiding switching cost because maintaining a relationship with a supplier avoids the cost associated with switching to a new provider.

2.9. Challenges of Implementing CRM

The challenges faced by many of the banks whilst implementing CRM can be summarized as the followings:

- Getting management sponsorship
- Quality of customer data
- Alignment issue (Alignment of people and processes)

- Lack of skilled people
- Determining the right time for customer needs
- Using customer data more intelligently
- Incorporating customer data and customer preferences to the customer data base
- Using right technologies
- Real time data cross all customer channels
- Having 360- degree view of customers (Single view of customers)

The retail banking market is fiercely competitive and saturated (Pili 2006)

CHAPTER THREE

3.1 Data Presentation, Analysis, and interpretation

This chapter deals with the presentation, analysis, and interpretation of the gathered data from Bank of Abyssinia customers. Data was collected from selected branches and marketing managers. This research study tried to investigate the CRM practice of BOA from customer point of view as well as from one Marketing Manager of the case company.

To make this research paper representative, 200 questionnaires were arranged for customers; while formal interview was conducted with the Marketing Manager. The student researcher made pilot test by distributing 15 questionnaires and made corrections accordingly. Out of the total number of questionnaires (200) distributed to customers (184) (one hundred eighty four) were collected. This means 92% of customers have completed and returned the questionnaires. So the analysis is presented based on the response gathered from customers and marketing manager by using descriptive statistic method. Where by the raw data is computed in percentage, and presented in a tabularized form followed by detailed explanation, and critical interpretations of the data that was made to show implication of the major findings.

3.2 General Characteristics of Respondents

Table 1; below describes the demographic variables of the respondents including Gender, Age, Educational Level, Relation with the Company, and Monthly Income of the customers.

Table 1 General Characteristics of Respondents

Item no	question	Frequency	Percentage (%)
1	Gender		
	A. Male	125	67.9
	B. Female	59	32.1
	Total	184	100
2	Age		
	A.18-25 Years	13	7.1

	B. 26-35 Years	70	38
	C.36-45 Years	67	36.4
	D.46-55 Years	20	10.9
	E.56 And above years	14	7.6
	Total	184	100
3	Educational Status		
	A. Below high school	13	7.1
	B. High school Graduate	33	17.9
	C. diploma	72	39.1
	D. First Degree	45	24.5
	E. Second degree and above	21	11.4
	Total	184	100
4	For how many years using BOA service?		
	A.1-3 Year	15	8.2
	B. 4-6Years	79	42.9
	C. 7-9 Years	55	29.9
	D. 10 Years and above	35	19
	Total	184	100
5	Monthly Income		
	A.5000 and less	53	28.8
	B.5001-7500	13	7.1
	C.7501-10,000	29	15.7
	D.10,001-15,000	43	23.4
	E.15,000- and above	46	25
	Total	184	100

As it is depicted in item 1 of table 1, concerning gender distribution 125(67.9%) were male of which the rest 59(32.1%) were female. This implies that the majority of the sample respondents were male.

With respect to age category as shown in item 2 of the same table the number of respondents in age category of 18-25 were 13(7.1%), 26-35 were 79(42.9%), 36-45 were 67(36.4%), in age 46-55 were 20(10.9%), and above 56 were 5(2.7%). Therefore the finding from the age profile of the respondents indicates that the majority of the customers lie between the age of 26 and 35 which is (54.9%).

Item 3 in the same table 1 clarify the educational status of the respondents. Out of the total customer respondents 13(7.1) of the respondents are below high school, 33(17.9%) of the respondents has completed high school, while 72(39.1%) are diploma holders, whereas 45(24.5%) the respondents were degree holder, and 21(11.4) were second degree and above. On the source of the above data i.e. educational background shows that the respondents have attempted the questions, with an understanding.

As it is denoted in item 4 of the same table concerning relation with the company, 15(8.2%) lie between 1 up to 3 years, 79(42.9%) were 4 up to 6 years, 55 (29.9%) were 7 up to 9 years, and 35(19.0%) were above 10 years. This implies that most of the respondents' lengths of time using BOA service are less than 6 Years. From this one could conclude that there is a problem of customer relationship management practice within the bank.

On the other hand the Marketing Manager's to the below question was

- What are some of the reasons that customers could no longer conduct business with your bank? Are you aware of any indicators?

The reasons mentioned were, uncompetitive service fee, other banks introducing new products (such as ATM, POS & internet banking), and lack of resource (no dedicated Customer Relationship Manager).

Berry (1995), has stressed that attracting new customers should be viewed only as an intermediate step in the marketing process; and that developing closer relationship with these customers and turning them into loyal ones should be equally important aspects of marketing. Thus, he proposed that relationship marketing to be seen as "attracting,

maintaining, and – in multi-service organizations – enhancing customer relationships”.

As it is indicated in item 5 of table 1 concerning monthly income, 53 (28.8%) have an income below 5000 ETB; 13(7.1%) are between 5001-7500 ETB, 29 (15.7%) have income of 7501-10,000 ETB on the other hand 43 people (23.4%) are between 10,001-15,000 ETB, whereas 46(25%) are above 15,000 ETB. Therefore it is possible that the majority of respondent customer fall below 5000 ETB income group.

The income group implies a direct relationship with the company’s revenue. The bank has segmented it’s market with residential and enterprise customers based on the income they generate for the company.

According to the literature review in chapter two Kotler said that companies should manage customer equity carefully. They should view customers as assets that need to be managed and maximized. Nevertheless, not all customers not even all loyal customers are good investments. Surprisingly, some loyal customers can be unprofitable. Which customers should the company acquire and retain? “Up to a point the choice is obvious: keep the consistent big spenders and lose the erratic small spenders,” say one expert. But what about the erratic big spenders and consistent small spenders?

The company can classify customers according to their potential profitability and manage its relationships with them accordingly. (Kotler, 2006; 6)

3.2. Analysis of the Major Findings

The following chapter emphasizes on the responses obtained from the customers and Marketing Manager. The questions are essential for the

analysis of the stated problems in order to articulate their respective interpretation.

3.2.1 Source of Information /Communication

Table 2 Analysis of Source of Information /Communication

Item no	question	Frequency	Percent (%)
1	How did you become customer of BOA?		
	A. Through advertising	26	14.1
	B. By reference/friends	36	19.6
	C. By Branch Manager	94	51.1
	D. Others	28	15.2
	Total	184	100

According to item 1 of table 2, tries to evaluate how the 200 respondent became customers of the case company. 26(14.1%)of them said through advertisement, 36(19.6%) of them through word of mouth, 94(51.1%) of them said it was through the influence of branch manager, and the remaining 28(15.2%) said other source of information. On the basis of the above information, one can conclude that the majority of the respondents have gotten information about BOA from the Branch Manager. This means thatthe Branch Manager is important in attracting /prospect of new customers. From this we can drive that the Branch Manager is an important aspect of CRM in attracting new customers.

According to Buttle (2009:4)provide all employees with the tools and information that fit their individual roles and preference ,-empower all employees to respond to customer demands more quickly and become

truly customer focused ,provides the capability to instantly access, link, and use all internal ,and external customer information.

3.2.2 Analysis of BOA employee CRM awarenessbased on customer response

Table 3 BOA employee CRM awarenessbased on customer response

Item no	question	Frequency	Percentage (%)
1	The employees of the bank understand my demands quickly?		
	A. strongly agree	6	3.3
	B. agree	98	53.3
	C. no opinion	35	19

	D. disagree	42	22.8
	E. strongly disagree	3	1.6
	Total	184	100
2	Employees of the bank consistently courteous with you?		
	A. yes	83	45.1
	B. no	84	45.7
	C.no answer	17	9.2
	Total	184	100
3	The behavior of the employees of the bank instills confidence in customer.		
	A. strongly agree	55	29.9
	B. agree	97	52.7
	C. no opinion	28	15.2
	D. disagree	2	1.1
	E. Strongly disagree	2	1.1
	Total	184	100

As it can be observed in item 1 of table 3 above concerning employees understanding of customer demand, 6 (3.3%) strongly agreed, 98 (53.3%) simply agreed, 3 (19.0%) had no opinion, while 42(22.8%) were disagreed, and 3(1.6%) had strongly disagreed to being understood.

This implies that there is no misunderstanding between employees and customer. Employees of BOA are serving customers according to their needs.

According to the courteous in item 2 of table 3 above concerning satisfaction of customers 83(45.1%) of the customers are satisfied by employees courteous 84(45.7%) of the customers are not satisfied by employees courteous, and 17(9.2%) had no opinion. More than 50% of the respondents do not seem to be satisfied with the courteous of the employees.

Regarding confidence in the bank's employees 55 (29.9) of the customer of BOA has strongly agree that the staff inspires confidence. Still 97

(52.7%) replied agreed, while 28 (15.2%) had no opinion. Where as, 2(1.1%) disagree and 2(1.1%) were strongly disagree that the employees of the bank inspire confidence.

To increase the customer retention activities of an organization, attention should be paid to any behavior that is out of the ordinary; customer behavior analysis should be implemented. This study indicates that, 55% of the respondents replied that the employees of the bank behavior instill confidence.

According to Zineldin (2005), Customers are the most important resources for commercial banks. It is therefore crucial to develop customer-focused strategy and build up loyal customer relationships. Through a thorough understanding of customer needs and wants, customized products and services can be delivered. Customer relationship management (CRM) is a management concept developed according to the special needs of modern service industries. Even though 43.4 % of the Customers of Bank of Abyssinia do not believe that the employee of the bank do not understand the specific needs of the customers, 55.6 % them agree that the employees of the bank know what they specifically want. On other hand the marketing manager answer to the question

- . What do you know about customer Relationship Management (CRM)?

As struggling in the Ethiopian banking industry for years, I percept customer Relationship management in a view of a banker, that is the efforts to creating customer satisfaction by delivering quality products and services together with building a customer loyalty program via contributing name awareness, brand loyalty, trademarks etc...

The success of how to get customers into our loyalty program depends greatly on how the customers are satisfied with the services they receive.

The number or frequency of using our services is the way to measure their loyalty.

According to the statistical indicators and qualitative data as shown above, it is confirmed that a great part of banks' employees have general knowledge about CRM.

3.2.3. Issue Related to Company's Customer Relationship Management

Table 4 Company's Customer Relationship Management

item	Question	Frequency	Percent (%)
1	How do you think the major problem of the company's CRM?		
	A. unprofessional conduct by the staff	13	7.1
	B. Customer complaint handling mechanism	27	14.7
	C. Lack of sufficient service	34	18.5

	D .Lack of communication	35	19.0
	E. Ranging from delay	75	40.7
	F. Other	0	0
	Total	184	100
2	Have you ever seen improvement on Customer Relationship since you become a customer of BOA?		
	A. Yes	87	47.3
	B. No	43	23.4
	C.I don't know	54	29.3
	Total	184	100
3	If your answer for the above question is 'yes 'in what way		
	A. Unprofessional conduct by the staff	29	33.3
	B. Customer complaint handling mechanism	7	8.1
	C .Service	20	23
	D. Communication/Service	8	9.2
	E. Ranging from Delay	23	26.4
	F. other	0	0
	Total	87	100.0

As it can be depicted in item 1 of table 4 above concerning of major problem of Customer Relationship Management, 13(7.1%) were unprofessional conduct by the staff for problem on CRM ,27(14.7%)were customer complaint handling mechanism, 34(18.5%) were Lack of sufficient service ,35(19.0%) were lack of communication ,and 75(40.7)) were ranging for delay. From this most respondents said that major problem on customer Relationship Management is ranging for Delay.

Further more on open ended questions significant number of customer said that, BOA delivers its service high variability in different branches and also even at the same branch differ from one customer service official to another customer service official. The marketing manager said

➤ How do you create awareness in the entire employee of the bank?

The bank has been giving training for newly recruited employees as an induction program. Sometimes they give in-service training for existing staff on the entire process of the banks undertakings.

Company rules, procedures, systems and policies account for a major part of a customer's woes. It should be communicated to every Inflexible systems, annoying rules, and undesirable policies established by the top management, and rigidly followed by their juniors cause almost the majority of customer dissatisfaction. And yet, who takes the blame for laps in customer service? Most believe that the quick-fix solution to this knotty problem lies in training the front line staff. This is a positive step but how is it going to rectify the problems created by inflexible systems, annoying rules and undesirable policies? Front line staff can't fix these.

The managers need to delve into the matter. The front line employee also be empowered to fix some problems at their capacity.

Waiting time to get the service at the banks service encounter is long which made the banks customer to feel irritated. As customer to the bank, the bank should have to give to a special treatment as per the Customer Relation Management.

As shown in item 2 of table 4 above concerning Customer Relationship Management Improvement ,87(47.8%) said that, BOA improve Customer Relationship Management ,where as 43(23.4%) BOA not improve Customer Relationship Management, and 54(29.3%) were not noticed the improvement on Customer Relationship Management.

Regarding the way of improvement on CRM 29(33.3%) of the respondents in item 3 of the table 4 the BOA customer said that, BOA improve unprofessional conduct by the staff,7(8.1%)were customer complaint handling Mechanism 20(23%) were service,8(9.2%) were

Communication/Information, and 23(26.4%) were Ranging for Delay .From this we can understand from part of Customer Relationship Management i.e. the way of customer Compliant handling mechanism of the company make an improvement.

Table 5 to what extent is BOA success full in maintaining CRM

Item no	question	Frequency	Percent (%)
1	I consider myself to be a loyal customer of the BOA		
	A. Strong agree	5	2.7
	B. Agree	14	22.3
	C. No Opinion	55	29.9
	D. Disagree	81	44.0
	E. Strong disagree	2	1.1
	Total	184	100
2	I conduct all my banking a affairs at BOA		
	A. Strong agree	3	1.6
	B. Agree	17	9.2
	C. No Opinion	23	12.5
	D. Disagree	98	53.3

	E. Strong disagree	43	23.4
	Total	184	100

As it depicted in item 1 of table 5 above concerning customer loyalty in bank of Abyssinia, 5(2.7%) rated as strongly Agreed, 41 (22.3%) Agreed,55(22.9%) had no opinion while 81(44%) disagreed, and 2(1.1) strongly disagreed. This implies that there is a problem on customer loyalty.

In similar questions from interview with the marketing manager

➤ Whose responsibility is to undertake CRM activity?

In BOA it is assumed that undertaking CRM activity is left to be the responsibility of Customer Relations Division and its experts only.

Customer Relationship Management is mostly assumed as a responsibility of individual unit, such as IT department, Marketing Department, PublicRelations, and Supervisory Unit.

The data shows that most people believe CRM is a responsibility of individual unit, section or department. Kristin Anderson and Carol Kerr in their book Customer Relationship Management wrote if CRM is left to an individual or an individual unit, CRM is at risk. Therefore, CRM should not be let to an individual unit. This does not mean that CRM cannot be structured and organized as a section or department, but the responsibility of maintaining customer relationship should be for the entire staff including the Top Management and operational employees.

As it is attested in item 2 of table 5 above regarding getting all banking product at BOA, 3(1.6%) strongly agreed, 17(9.2%) agreed,23(12.5%) had

no opinion, 98(53%) disagreed and 43(23.4%) strongly disagreed. This shows that customers do not get all banking affairs at BOA.

At the same time issues related to respondents personal opinion with regard to the product of bank Abyssinia: most customers said that they do not get the technology demanded from bank of Abyssinia. Like POS (point of sales) ATM (Automated Teller Machine) and internet banking.

The Marketing Manager's answer for the for the below question, with some relation to the above opinion of customers was

- What do you say about the company's technological product Like POS (point of sales) ATM (Automated Teller Machine) and internet banking?

“The product is already underway”

Studies have shown that, once customers are attracted to begin a relationship with a company, they will be more likely to stay in the relationship ; when they are consistently provide with quality product, services and good value of our time. Customers are less likely to be pulled away by competitors; if they feel the company would invest in the relationship by constantly improving and working its products and service mix (valvare .a and other 2006)

In recent years, significant developments have been experienced in the banking sector. With the improved technology, banks have come to be institutions that offer service for 24 hours through telephone, internet and ATMs. Besides the classic banking services, they have taken over a number of activities such as automatic bill, which facilitate the lives of the customers. The banks that carry out advertisement and presentation activities besides a variety of services offered to their customers undergo high costs for the sake of competition. However, expensive advertisement campaigns are not adequate in competition, for there is a serious need for high technologic substructure and automation support.

Analysis of Service Delivery Promise

Table 6 Service Delivery Promise

Item no	Question	Frequency	Percent (%)
1	The bank provides the service at the time it promises to do so		
	A. Strongly agree	6	3.3
	B .Agree	22	11.9
	C. No Opinion	35	19.0
	D. Disagree	89	48.4
	E. Strongly disagree	32	17.4
	Total	184	100

As it is revealed in table 6 item 1 regarding service delivery promises,6(3.3%) of them rated Strongly Agree,22(11.9%) Agree,35(19.0%) hadno opinion,89(48.4%) of the respondents replied that the companydoes not keep service delivery promises, and 32(17.4%)strongly Disagree that its service promises falls under low levels which needs considerable attention.

In addition to this most customers are dissatisfied with the System failureof the bank. Since the day to day activities of the banking service is maintained by the different modern technologies, it requires the existence of the Internet Infrastructure. Due to this reason there is poor infrastructure in the Internet Networking with in the country; the bank may face some System failures which affect its performance negatively. Almost all of the respondents complained about the Service delivery problems which resulted due to Network system failure. Customers are sometimes told by the bank that they are facing System break down.

A discrepancy between service delivery and promises occur when companies fail to manage services promised. The vows made by customer

service official (CSO) advertising, and branch manager is the primary reasons for this discrepancy, the company lacks information and integration needed to fulfill out its promises.

3.2.3 Customer Feelings about the Company Complaint Handling Method

Table 7:-How Customers Rate Complaining mechanisms of Bank of Abyssinia

Item no	question	Customer Respondents	
		Frequency	Percent (%)
1.	How do you rate customer's complaint handling mechanisms of Bank Of Abyssinia?		
	A. Very Good	23	12.5%
	B. Good	54	29.3%
	C. Medium	70	38.2%
	D. Bad	37	20%
	E. Very Bad	-	-
	Total	184	100

According to table No.7, in the above 23(12.5%) said that the mechanisms of customer complaint handling is very well, 54(29.8%) of rated good mechanism. But About 70(38.2%) of the total respondents fall in medium, whereas 37(20%) rated badly. Customers, who rated the complaint handling mechanism below good were 70(38.2%) as medium and 37(20%) as bad. As we can see from the above finding most respondents are not satisfied in the complaint handling mechanisms; its needs revisions.

Table 8:-when customers want to complain if there is a service failure

Item	question	Customer Respondents	
		Frequency	Percent (%)
1.	How do you vent your complaint if there is a service failure?		

	A. by using suggestion box	26	14.1
	B. For Front line employees	39	21.2
	C. Directly for engaged person	43	23.4
	D. For Customer Service manager	39	21.2
	E. For your family and customer	37	20.1
	Total	184	100

Regarding Table 8 in the above from the total number of respondents 26(14.1%) wanted to use suggestion box to convey their complaints, 39(21.2%) of respondents wanted to complain immediately to front line employees, 43(23.4%) of respondents wanted to complain directly to an engaged person, 39(21.2%) of customer respondents want to inform customer service manager, and 37 (21.2%) of customer respondents wants to inform their complaining to their family and other customers.

From the above one can possibly say that almost all respondents want to convey their complaints by using different mechanisms. As indicated in the review or related literature even in zero defecation; organizations that aim for 100% service quality, failure occur. Therefore, the complaint mechanism should be studied and revised to one simple and convenient method for customer.

At this point, listening to the customers' demands and complaints and producing solutions with consideration paid to the customer differences are very important in creating customer satisfaction and thus customer loyalty (Lemon, veDiğerleri, 2002: 1).

CHAPTER FOUR

Summary Conclusion and recommendations

Since the final goal of the study is to assess the customer relationship management practice of Bank of Abyssinia. Research questions were raised, related literatures were reviewed and important data were collected through questioner and interview. The gathered data were presented, analyzed, and interpreted, through descriptive method as shown in the previous chapter. From the analysis made in the third chapter the following summary, conclusion and recommendations are drawn up.

4.1 Summary of the Major Finding

- From the total number of respondent customers (67.9%) of them were male, while the rest (32.1%) were female. concerning their age majority of respondent (36.4%) were greater than 36 years old.

Regarding educational background of respondents most of them were above diploma level. Concerning their income of the respondents have an income less than 5000ETB.

- As evidenced from customer response regarding length of time using BOA service. 79 (42.9%) the respondent's using the banking services of the BOA were 4 up to 6 year. The customer relation compared to BOA's year of service shows, the bank has a problem with retaining its customers.
- From the total number respondents 94 (51.1%) respondents have got information about BOA from the branch manager. This means branch manager are playing a major role in attracting /prospecting new customers.
- According to respondent customer 114 (89.1%) believes that they demanded technological banking product from BOA.
- In relation to employees courteous 84 (45.7%) believes that the employees of BOA employees well-mannered, on the same respondent customer 97 (52.7%) believe that the behavior of the employees of the bank install confidence in customer.
- Concerning complaint handling mechanisms 70 (38.2%) said that it was medium. This implies that it needs better compliant handling mechanism.
- With regard to compliant, if there is service failure 43 (23.4%) complain directly to the engaged person. This implies all employees must be trained on how to handle customer compliant.
- The other information which is gathered from respondents 75 (40.7%) of the customers said that the major problem of the company CRM is ranging from delay.
- From the total number respondent customers 87 (47.3%) of them said that BOA made an improvement on its customers relationship management, out of the above figure 29 (33.3%) of the respondents

said that, BOA has made an improvement on unprofessional conduct by the staff.

- From the total number 89 (48.4%) of the respondents replied that the company is not keeping service delivery promise. BOA is not customer oriented that means the company is organized only according to its rules and regulation.

4.2 Conclusion

- Based on the finding most customer respondent demanded technological banking products from Bank of Abyssinia. Even though the marketing manager of the bank said the service is already underway. However Continuous innovation and provision of excellent banking system is crucial element for customer relationship management.
- According to the research result Bank of Abyssinia fails in service delivery promises due to inadequate information transfer to customers. By customer service manager and at time of advertising. Even though the marketing manager said there is training to employees about the bank policy and procedure.
- From the information of the study factor that affect customer relationship management practice of the bank is lack of common understanding about CRM and service failer.
- According to the research finding most respondent customers show that the bank needs to welcome and encourage complaints and to

make easier the opportunities to complain for customers. Other facts indicate that almost all customer respondents want to convey their complaining by using different mechanisms.

4.3 Recommendations

The managerial implications of these findings include a commitment to the implementation of CRM within the organization as well as a commitment to the provision of excellent customer service in order to affect the relationship building and the implementation of CRM. This places great emphasis on improving the customer service of employees and needs technological product in order to ensure that the objectives of the CRM strategy are attained.

Specific actions that can be considered by management include:

- It is advisable that BOA should redesign the service in **self-service** way. This means to redesign is to move the customer into service mode rather than passive receiving mode. Redesigning the service process in this way it solve the enormous problem of customer delay and increase the benefits for the customer in terms of accessibility, timing. Prime example of self service is internet

- banking, mobile banking, point of sales, and other technological banking product.
- Since the country is maintaining the Telecom infrastructure through only one telecom Company, the bank has to work in collaboration with the telecom company to get consistent and smooth internet networking service.
 - The student researcher recommended that BOA should set standard delivery time in each service. The standard must be based on customer requirements and expectations rather than just on internal company goal.
 - The responsibility of maintaining customer relationship should be of the entire staff including the Top Management and operational employees. If CRM is left to an individual or an individual unit, CRM is at risk. CRM should be the responsibilities of every individual in the organization.
 - The student researcher suggested BOA to use **service triangle marketing** (internal and external marketing) this triangle shows the three inter- linked groups that work together to develop, promote, and deliver services. This are company, provider and customers, this solves the problem of failed promises and inadequate information to customer.
 - The student researcher recommended also training its front line physically or mentally skills needed to deliver quality service. This means delivering smiles, making eye contact, showing sincere interest, and engaging in friendly conversation with customer.
 - Bank of Abyssinia should welcome and encourage complaints and scrutinizing the compliant handling mechanisms regularly to provide improved and quick solution for customer complaint action. Because customer compliant mechanisms must properly studied and revised to one simple and convenient method of complaining.
-

This makes the organization to avoid not handling complaints effective

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Appendix- A

St Mary's university

Faculty of business

Department marketing management

(To be filled by Customers)

Questionnaire for Assessing the Customer Relationship Management in the Case of Bank of Abyssinia.

This questioner is prepared by the student researcher and prospective graduate of 2014 G.C. in the field of marketing management and to be presented for St. Mary's University. Its objective is to gather relevant information on customer relationship management in the case of Bank of Abyssinia. Please note that the information obtained from you is strictly confidential and highly important for the research; therefore, I kindly request you to attempt each questions and give you answer. I thank you very much in advance for your cooperation.

N.B- Not need of writing your name on the questionnaire.

-Please put \surd mark for the close ended questions and use the Space provided for the open-ended questions.

Part I- Characteristics of Respondents.

Please indicate your answer by putting \surd mark in the box given for each choice.

1. Gender

A.male

B. Female

2. Age Category

A.18-25

D. 46-55

B. 26-35

E. 56 and mo

than that

C. 36-45

3. Educational background

A.]Below High School
above

E.Second Degree and

B. High School Graduate

C. Certificate/Diploma

D.First Degree

4. How long your relation to BOA

A.1-3 year

B.4-6 year

- C. 7-9 year
- D. 10 years and above

5. Monthly Income (in birr)

5000 and Less	<input type="checkbox"/>	10001 -15000	<input type="checkbox"/>
5001 -7500	<input type="checkbox"/>	15001 and above	<input type="checkbox"/>
7501 – 10000	<input type="checkbox"/>		

Part II Questions directly Related to the Study

Given below is the section focusing on your experience with services provided by Bank of Abyssinia. Please indicate to what extents you agree or disagree with the statements under different categories: while selecting please put (√) mark and give only one response per statement based on the representation. Strongly agree (SA), Agree (A), have no opinion (no), disagree (D), or strongly disagree (SD).

	Items					
	Under Pinning’s Contribution for the gap	SA	A	no	D	SD
1.	The employee’s of this bank understand my demands quickly.					
2.	Employees of the bank consistently courteous with you.					

3.	The behavior of the employees of the bank instills confidence in customers.					
4.	I consider myself to be a loyal customer of the BOA .					
5.	Employees telling customers exactly what services will be performed					
6.	The quality of the BOA services has improved over the past 1-3 years.					
7.	When you have a problem, the bank shows a sincere interest in solving it.					

8. how did you become customer of BOA?

- A. through advertising C.by branch manager
 B. by reference D.by other information

9. how do you think the major problem of the company's customer relationship management?

- A. unprofessional conduct by the staff
 B. customer complaint handling mechanism
 C. lack of sufficient service
 D. Lack of communication
 E. ranging from delay
 F. other

9. have you ever seen improvement on customer relationship management since you became customer of BOA?

- A. yes
 B. no
 C. I don't know

10. If your answer for the above question is yes in what way?

- A. unprofessional conduct by the staff
- B. customer complaint handling mechanism
- C. lack of sufficient service
- D. Lack of communication
- E. ranging from delay
- F. other

11. How do you rate customer's complaint handling mechanisms of bank of Abyssinia?

- A. very good
- B. good
- C. medium
- D. bad
- E. very bad

12. How do you vent your complainant if there is a service failure?

- A. by using suggestion box
- B. for front line employees
- C. directly for engaged person
- D. for customer service manager
- E. for your family and customer

13. Any suggestion or recommendations that you would like to give regarding Customer relationship management at BOA?

Appendix- B
St Mary's university
Faculty of business

Department marketing management

Interview check list for marketing manager an interview checklist is prepared to gather relevant information on Customer Relationship management in case of Bank of Abyssinia. This research will be conducted for academic purpose only. Please note that the information obtained from you is strictly confidential and highly important for the research; therefore, I kindly request you to attempt each questions and give your appropriate answer. Thank you very much in advance for your cooperation.

- 1) What do you know about customer Relationship management (CRM)?
 - 2) What are some of the reasons that customers no longer conduct business with your bank? Are you aware of any indicators for this?
 - 3) Whose responsibility is to undertake CRM activity?
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- 4) What do you say about the company technological product
Like POS (point of sales) ATM (Automated Teller Machine)
Mobile Banking and internet banking?
- 5) How do you create awareness in the entire employee of the
bank?
- 6) Do you have a well-articulated CRM strategy and policy? And
is there any clear guideline to undertake the CRM activity?

- 7) Any thing you say regarding CRM of the company?