

**A STUDY ON CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICES IN BANKING
SECTOR**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

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SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
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CATEGORY - 1 UNIVERSITY BY UGC**

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **RAGAVENDARAN.B 42410041** who carried out the Project Training “**A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES IN BANKING SECTOR**” under my supervision September- 2023.

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DECLARATION

I **RAGAVENDARAN.B (42410041)** hereby declare that the Project Report entitled “**A STUDY ON Customer Relationship Management practices in Banking sector**” done by me under the guidance of **DR.R.BLESSIE PATHMU** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

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A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES IN BANKING SECTOR

ABSTRACT

Customers play a key role in the marketing of services. Financial services are challenging and require expertise in product/service design. Banking is the oldest and most important sector of financial services among other financial services. Customer relationship management (CRM) has a huge impact in the service industry to win and retain customers for long-term performance. In the 90s, the concept of relationship marketing was officially introduced into the field of service marketing. Banks have found it more profitable to retain and reward existing customers than to chase new customers. The essence of CRM is to emphasize overall customer satisfaction, which indicates that the customer is happy and satisfied with the use of the service. Therefore, the researcher in this study tried to investigate the satisfaction with customer relationship management in selected private sector banks. Lack of understanding of customer relationship management (CRM) is always a concern among service providers and especially banks. Banks have relationships with customers. However, customer perception of CRM practices among banks must be taken into account. CRM activities immediately meet customer needs, banks can create very significantly. Thus, the concept of CRM can be emphasized so that customers are treated royally when it comes to banking services. Banks should therefore increase customer satisfaction with various modern banking services and offer more customer-friendly services so that modern banking becomes a customer's delight. Keywords: **Commitment, customer relationship management, loyalty, bank trust.**

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CHAPTER 1

1.1 INTRODUCTION

Customer relationship management is one of the strategies to manage the customer when it is focused understanding customers as individuals rather than as part of a group. CRM manages relationships between the company and its customers. CRM and data management are geared towards improvement and consistently good customer service. To understand more about customer relations management, we must first understand the three components which are the customer, the relationship and their business possession of. Customer relationship management is important and valuable to a business. Today, many Companies such as banks, insurance companies and other service providers understand the importance of customer relationship management and its potential to help them acquire new customers, retain existing customers and maximize their lifetime value. The banking sector is a customer-oriented service where the customer is the main focus. To understand the needs and wants of customers, it is necessary to study such a sector attitude to build a long relationship with them. Customer relationship management covers all planned marketing activities create, develop, maintain and maintain a successful relationship with target customers.

An effective relationship between customers and banks depends on understanding the banks different needs of customers at different stages. The goal is to efficiently analyze everything available information about the customer. Analyzing such data helps the company assess current and potential profitability, customer satisfaction and loyalty. The ability of banks to meet customer needs makes customers feel like a valued individual, not just part of a large group. Customers. CRM is a reliable business strategy to identify the bank's most profitable customer's potential customers and devotes time and attention to expanding account relationships with these customers Through personalized marketing, renewal, discretionary decision-making and personalized service, all available through the bank's various sales channels. To be successful in strategic organizational changes, banks must also

inform customers about the change in a way that makes them change their behavior and attitudes accordingly.

Adoption of CRM Technology in Banking System

The IT revolution has had a major impact on the banking sector in India. use computer software led to the introduction of internet banking in India. Modern use Innovation and computerization in the Indian banking sector has improved since the economy liberalization in 1991, when the country's banking sector was opened to the world market. Indian banks have found it difficult to compete with international banking standards customer service to provide convenience without the use of information technology and computer system and software. In 1984, the Reserve Bank of India established the Banking Mechanism Commission the sector is headed by Reserve Bank of India Deputy Governor Dr C Rangarajan. Major the committee's recommendations were to adopt MICR technology in all metropolitan banks in India. This gave us standardized review forms and a coding and decoding system. In 1994, the Reserve Bank of India established the Commission on Computerization of Banks led by Dr. C.R. Rangarajan, who emphasized that the settlement operation should be computerized at Reserve Bank of India clearing centers in Bhubaneswar, Guwahati, Jaipur, Patna and Thiruvananthapuram. It further stated that a national survey of intercity checks should be conducted in Kolkata, Mumbai, Delhi, Chennai and MICR. The focus was also on computerizing banking services in all branches and increasing connectivity between branches by computers. It was also proposed to introduce online banking services. The commission gave its reports in 1989 and computerization of all industries was started with the agreement (1993) between the IBA and the Bank Employees Association. In 1994, the commission on technological issues related to the payment system inspected The Banking Clearing and Securities Sector was established by Chairman Shri.WS Saraf, Governor of the Reserve Bank of India. It emphasized the EFT (Electronic Funds Transfer) system supported by the Internet communication network. It also said that MICR exemption should be introduced for all banks with more than 100 branches.

1.2 PROBLEM STATEMENT

This research project aims to undertake a comprehensive examination of the multifaceted dimensions associated with CRM in banking, with a focus on customer awareness and knowledge, data privacy and security, transparency, responsiveness, and the influence of digitalization.

- **Customer Awareness and Knowledge of CRM in Banking:**

In order to adapt to changing market dynamics and deliver personalized services, it is essential for banks to gauge the level of customer awareness and knowledge regarding CRM. Assessing this dimension will provide invaluable insights into whether customers comprehend the significance and functioning of CRM practices in the banking context, allowing banks to tailor their communication and educational strategies accordingly.

- **Data Privacy and Security in CRM Practices:**

The secure handling of customer data is a fundamental concern in today's digital banking environment. Therefore, it is imperative to investigate the extent to which CRM practices protect and respect customer data privacy and security concerns. Understanding whether customers feel their data is adequately safeguarded will inform banks on the necessity of strengthening their data protection measures.

- **Transparency and Responsiveness in CRM-driven Communication and Engagement:**

Effective communication and engagement are the cornerstones of successful CRM strategies. Customer perceptions of transparency and responsiveness in the interactions with banks using CRM practices are pivotal to building trust and loyalty. By examining these perceptions, this research will shed light on the quality of customer interactions and assist banks in refining their engagement strategies.

- **Digitalization of CRM Practices in the Banking Sector:**

The ongoing digitalization of CRM practices in the banking sector has the potential to revolutionize the way banks serve their customers. The project will investigate the impact of this digital transformation on customer satisfaction and loyalty. Understanding how digitalization influences customer experiences and the resultant impact on loyalty will help banks formulate effective digital CRM strategies.

1.3 OBJECTIVES OF THE STUDY:

- To examine customer's awareness and knowledge towards CRM in banking
- To examine if CRM practices protect and respect customer data privacy and security concerns.
- To examine customer perceptions of transparency and responsiveness in the communication and engagement efforts of banks using CRM practices.
- To study the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty

1.4 NEED FOR STUDY

The need for this study is underscored by the imperative to comprehensively assess the multifaceted dynamics of Customer Relationship Management (CRM) in the banking sector. As customers' awareness and understanding of CRM, data privacy and security, transparency, and responsiveness in CRM-driven interactions, and the influence of digitalization are central to the efficacy of modern banking strategies, a detailed examination of these dimensions is vital. This research will provide banks with essential insights to bridge the knowledge gap, enhance data protection measures, refine communication strategies, and leverage digital transformation, ultimately ensuring the alignment of CRM practices with customer expectations, and thereby fostering greater customer satisfaction and loyalty in the digital age of banking.

1.5 SCOPE OF STUDY

The scope of the study on Customer Relationship Management practices in Banking sector. The investigation will include an assessment of customer awareness and knowledge pertaining to CRM, an examination of the effectiveness of CRM practices in ensuring data privacy and security, and an analysis of customer perceptions regarding transparency and responsiveness in communication and engagement efforts. Furthermore, the research aims to understand the impact of digitalization on CRM practices within the banking sector, specifically focusing on its influence on customer satisfaction and loyalty. By addressing these objectives, the study aims to provide valuable insights that can inform and enhance CRM strategies in the dynamic and increasingly digitalized banking landscape.

CHAPTER 2

2.1 LITERATURE REVIEW

- **Kamali, Abrar Ahmed Khan (2023):** The Customer Relationship Management Practices in Banking Industry: In this study the research describe the CRM practices in banks, so the purpose of this study is Descriptive, and we are interested in this study is to find out how much CRM practices and customer retention is correlated with each other, so the type of investigation is co relational study, and we know that there is a minimal support for research work in our society, so the extent of researcher is minimal, the study setting is non-contrived, as the research is on banking industry, so the unit of analysis is local banks, and the time horizon is cross-sectional because the research will collect data once through questionnaire and interviews and the sample size is at least 3 local Banks
- **Selvalakshmi Gopalsamy, Suganthi Gokulapadmanaban (2022) - Does Implementation of Customer Relationship Management (CRM) Enhance the Customer Loyalty? An Empirical Research in Banking Sector:** This study concentrates on evaluating the consequence of customer relationship management practices on customer loyalty with 779 respondents who were the clients of public and private sector banks located in India and were selected using simple random sampling technique. Various quantitative techniques were carried out and the results emphasized that the CRM has a positive influence on loyalty through customer knowledge management, customer satisfaction, and customer trust, and all were all found as significant drivers to customer's trustworthiness.
- **Jalal Rajeh Hanaysha, Khawaja Khalid Mehmood (2022) - An Exploration of the Effect of Customer Relationship Management on Organizational Performance in the Banking Sector:** This research relies

on an online survey which was designed for gathering the data from several employees who serve in banking sector. A total of 223 responses were considered valid for data analysis using SPSS and partial least square approach (PLS-SEM). Overall, the findings verified that customer orientation and CRM organization have significant positive effects on organizational performance.

- **Kumar P and Pattnaik S C. (2022)** - Electronic customer relationship management (E-CRM), customer experience and customer satisfaction: evidence from the banking industry: The purpose of this paper was to examine the relationship between electronic customer relationship management (E-CRM) and customer satisfaction through the mediating role of customer experience in the banking industry.
- **According to Shailja Pal (2018)** - A Study on Customer Relationship Management Practices in Banking Sector. This study will be of exploratory research in nature whereby different aspects of CRM practices in the banking sector. The data is analyzed to know how far CRM practices are implemented effectively to secure a competitive advantage.
- **According to Emad Abu-Shanab and Layla Anagreh (2016)** - Impact of electronic customer relationship management in banking sector : This article proposed a framework that guides research based on banks, customers and markets issues. An exploration of 123 articles published in IJECRM was conducted to fit the model and see its future directions. Results indicated some deficiencies in the dimensions proposed in the framework when contrasting them to research dimensions concluded in the analysis of keywords.
- **According to Marko Laketa, Dusica Sanader, Luka Laketa, Zvonimir Misic (2015)** - Customer relationship management: Concept and importance for banking sector: This paper presents methods of measuring success of

Customer Relationship Management concept and problems which banks have when implementing a new business philosophy.

- **According to Suhail Ahmad Bhat, Mushtaq Ahmad Darzi (2016) - Customer relationship management:** An approach to competitive advantage in the banking sector by exploring the mediational role of loyalty. The purpose of this paper is to develop a comprehensive integrated model which helps in explaining the impact of Customer Relationship Management (CRM) dimensions (complaint resolution, customer knowledge, customer empowerment and customer orientation) on customer loyalty and competitive advantage of a bank.
- **According to Dr. M Pandya Nayak, Dr. J Ravi Kumar (2020) -** Customer Relationship Management Practices in Select Public and Private Sector Banks. questionnaire and interviews and the sample size is at least 3 local Banks.
- **Nasution and Rafiki (2018)** found that customer orientation affected organizational performance confirmed that improved focus on key customers and relationship marketing resulted in higher firm performance than trying to maximize revenue for every transaction, CRM focuses on maximizing profits over the lifetime of customers. CRM is definitely a potential tool to maintain and increase sales in this hyper-competitive era.
- **According to Tarannum., (2015)** in his study "Customer Perception Towards CRM Practices in Private Banks in Indore". The study provides an overall picture of private sector banks in Indore. Banks should adopt innovative practices and latest technology and make banking an overall pleasant experience. Thus, it can be concluded that the future of banking must accelerate the structure of CRM as a continuous and continuous

process. If a CRM structure is well implemented, it can provide a competitive advantage and work to build a long-term customer relationship.

- **According to Anbuoli Parthasarathy. (2015)** in their study "Study on Customer Relationship Management Practices in Canara Bank Branches in Tamilnadu" found that various aspects of Customer Relationship Management practices adopted by Canara Bank in Tamilnadu. The design of this study consists of an exploratory study where various aspects of customer relationship management of Canara bank are taken from existing studies and tested with a sample of customers. This study investigated customer demographic profile, customer awareness of CRM practices, customer perception of CRM practices, factors influencing CRM practices and role of E-CRM metrics of Canara Bank on customer satisfaction. 100 samples from different parts of Tamil Nadu were used in this study. The research data was collected through a questionnaire. Statistical tools such as simple percentage, chi-square, t-test, Cronbach's alpha, factor analysis and multiple regression analysis were used in this study. The study revealed that customer relationship management practices followed in Canara Bank are satisfactory to customers.
- **According to Rashmi., (2015)** she explained in her study "Study on Customer Related Management Practices in Banking sector in India" that the theoretical basis of customer relationship management in relation to Indian banking sector. More specifically, our analysis focuses on the customer's perspective when they encounter CRM policies in the banking system. So, in this article I have tried to highlight the banking sector in India. The purpose of this article is to analyze the banking environment of CRM planning and implementation in a bank, to find out the benefits and challenges of implementation and success factors, and to form a better understanding of the effects of CRM on the competitiveness of banks. and provide a better understanding of what good CRM practice is.

- **Rahimi & Kozak (2017):** explained that customer relationship management is the way to reduce the cost and increase the company performance and quality, which means profitability result through customer loyalty.
- **Jadhav (2018):** CRM has emerged as a popular business strategy in today's competitive environment. It is a discipline, which enables the banking sector to categorize and target their most profitable customers
- **Gupta (2018):** Identified CRM as an important and effective because newly and innovative technologies are generating revolution in country and global level. For example-during demonetization ATM, Internet banking, M-banking, E-wallet etc played a vital role to face the challenges.
- **Dasari & Pawar (2018):** revealed that the customers' perception of private sector banks take CRM as an alternative to marketing seriously, whereas less number of public sector customers found their banks treating CRM as an alternative of marketing.
- **Kalaiaarasi & Mugunthan (2019):** resulted that CRM enables customer segmentation to customize banking products and services. CRM include all the interactions and business with their customers in its broadest sense.
- **Rezghi Valmohammadi, & Yousefpoor, (2014):** CRM has undergone significant changes and it represents a system which determines how to work with customers, solve their problems, persuade them to purchase banking products and services, generate a feeling of loyalty and maintain financial interactions with customers
- **Gaythry (2016)** explained that 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 and tool for the bankers to acquire new customers and to retain the existing ones.

- **Vella, Caruana and Pitt (2012)** resulted that the human behaviour plays an important role in adoption of CRM strategy as the CRM is relationship between the employees and the customers and both are carrying human characteristics the attitude of both employees and customers is responsible for the success or failure of the CRM strategy.
- **Sangle and Awasthi (2016)** revealed that perceived utility value is regarded as the most important factor for mobile CRM services. The other factors which emerged were ease of use, context, compatibility, cost, risk, and personal innovativeness.
- **Hajizadeh, Rouholamini and Hajizadeh (2015)** invented that the CRM practices contribute to a significant lowering of the transaction costs and also to a reduction of the marketing communication asymmetries. CRM is an accelerator, which facilitates establishment and maintenance of mutually beneficial relationship between banks and customers.
- **Kumar (2016)** had mentioned that, customer relationship management is the buzzword in the Indian market place has rendered undertaking customer relationship management, as an imperative than just an optional feature and now it has been recognized as one of the major tools for enhancing customer loyalty and in the process reducing customer defections to competing firms. Customer relationship management practices leave a lasting impact on their customer relationships in this era of competition, there is a need.
- **Singh and Kumar (2017)** indicated that people term CRM as technology based initiative, but the fact is that it is an enterprise wide activity which uses technology to facilitated various functions sales, marketing, service etc. and CRM initiative starts with identification of customers with the objective of differentiating from customer to customer and he further mentions that it is

not the products or services that please the customers, but the right attitude of handling them and building a closer relationship with them. The bank with a huge number of customers with close bonding would enjoy higher revenues and profitability.

- **Bajaj (2015)** He analyzed related issues due to adoption of CRM in banking. He explained ecommerce, payment system, smart card, electronic check etc. He explained that IT has made for big CD"s to raise money in capital market than from banks. He conclude that electronic payment system are emerging and getting acceptance in market place as it help to cut cost by producing check ways of delivering products to customers and to see it that whether technology create new opportunities for banks or they become extinct.
- **Kumar, Anjana, Kavita (2016)** in their research article titled "e- CRM in Banks" highlighted the importance of e-CRM in banking industry. Their study revealed that increased sales, increased revenues, increased convenience, improved customer service rating, decreased administrative costs, ability to introduce new schemes at a faster rate, improved speed of dissemination of information etc are the offshoots of e-CRM. Rao (2006) in his article titled "Customer Service in Banks" suggested that any bank wants to grow in size must apply the five steps. These are: acquiring new customers, retaining the existing customers, increasing revenues, reducing the cost and focusing on diversifying and profitable business preposition.
- **Mittal (2008)** in his research article entitled, "Empirical Study of Relationship Marketing in Indian Banks (Customers' Perspective)" analyzed the customer's opinion about their bank and compared the relationship marketing in public and private sector banks. The survey revealed that significant difference exists with respect to the application of relationship marketing in public sector & private sector banks. The author has suggested that the attitude of bank employees especially managers in public sector banks should be changed completely so that customers can be properly served.

- **Varghese & Ganesh (2014)** in their research article titled “Customer Service in Banks: An Empirical Study” highlighted three mantras for the success of any organization like bank. These are courtesy, accuracy and speed. The study is based on primary data collected through questionnaires. A sample of 456 customers has been selected from ten public sector and thirteen private sector bank branches operating in Kerala. The study revealed that there is no difference between the public and private sector banks with regard to speed but significant difference exist between the public and private sector banks with regard to accuracy and responsiveness. The authors have emphasized on the speed of rendering service that sets apart one bank from another.
- **Dr. B.C. Saraswathy** in her article has stated that the main objectives of CRM are building long term, sustaining relations with customers by delivering superior customer value and satisfaction. Instead of trying to maximize profit for each every transaction, CRM focuses on maximizing profits over the lifetime value of customers. Undoubtedly, CRM is a potential tool in sustaining and boosting sales in this era of hyper competitive world.
- **S.G Shah** in his article has stated that quality of customer service in bank has to very sunk to very low and poor levels because of two vastly different reasons. The first is that even the simple routine service have broken down. The second area in which customer service is lagging is that of special situation.
- **T.S Ravisankar** in his study “Marketing strategies and planning for business growth in banks stressed that the marketing plan for banking service be supported by appropriate marketing strategies. He suggests that the marketing strategy for banks must be oriented to customer – current and potential.

- **John Brooks** former president and chairman of the council of the chartered institute of Bankers, London states “Customer care is emerging as a critical factor in the banking industry and bankers are fully conscious of the need for attaining international standard for service”
- **Eshetu and Ahmed, (2022)** shows that the bank’s payment is not based performance which might have discouraged employees from improving their performance. "CRM is a marketing approach for identifying and attracting profitable consumers, then binding them to the firm or product through effective relationship marketing to ensure profitable growth." CRM is an excellent tool for acquiring new consumers as well as increasing customer happiness and loyalty. Up-selling and cross-selling can also be utilized to increase sales by leveraging existing customer relationships. Customers who are the most "value" must be identified, attracted, and maintained.
- **(JACOB & KUMAR 2017)**. The present study have clearly shown that majority of employees have strong wish to have effective factors of performance appraisal system.
- **(Ahmed, 2016)** "Customer relationship management (CRM) is a strategic method to improving shareholder value by building appropriate relationships with key customers and customer groups." CRM combines the power of relationship marketing with the power of information technology to create profitable, long-term relationships with customers and other key stakeholders.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Research methodology serves the essential purpose of structuring the research process, determining the appropriate research designs, and selecting the tools and techniques necessary for conducting the project effectively. The study is intended to understand the study on CRM practices in banking sector for which, the response of 110 customers accessing the banks were collected through a questionnaire

3.2 SAMPLE SIZE

The sample size for this research project is around 110

- **Sampling design:** Non-probability sampling
- **Sampling Technique:** Convenience Sampling technique
- **Sample Unit:** Bank Customers
- **Sample Size:** 110 Respondents

3.3 SAMPLE TECHNIQUE

Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of inference. In this study simple random sampling method is used in selecting the samples.

Convenience Sampling Method: Convenience sampling is a sampling method in which researchers select respondents that are readily accessible or convenient to them.

3.4 DATA COLLECTION

Data collection is a complex process in which the research makes sense of the planned research information. Data is the foundation of all market research. Information is facts that can be obtained from various sources. Data can be classified as follows:

- **PRIMARY DATA COLLECTION**

A primary survey was conducted using a structured questionnaire through online surveys among 110 acquaintances. This research is qualitative in nature. The method of getting data is a survey, which is in the form of an online survey collected through Google Forms. In this method, the survey link was sent by mail and in social networks is distributed to the person concerned, where they are asked to answer questions and send a questionnaire. This method is most widely used to determine this target research.

- **SECONDARY DATA COLLECTION**

The secondary data was useful for conceptual framework and review of literature. Further, the secondary data related to conceptual backgrounds, customer reviews, previous studies related to the topic collected through reference books, journals, newspapers, and websites.

3.5 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the demographic information about the customers and the second part contains the respondent's opinion about the CRM practices in banking sector.

- Basic Introduction
- Personal Details
- Research related Questions
- Perception Questions
- Likert Scaling Questions

A Linear scale is commonly used to measure attitudes, knowledge, perceptions, values and behavioural changes. A Likert-type scale involves a series of statements that respondents may choose from in order to rate their responses to evaluative questions. The following variables are used to construct the questionnaire

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Period of Study:

The period of the study is to determine that research process is carried out for 3 months

3.6 AREA OF THE STUDY:

The targeted people are the customers of all banks

Hypothesis (H1):

- **Null Hypothesis (H0):** There is no significant differences in the mean level of protection and respect for customer data privacy and security concerns across different CRM practices in the examined groups.
- **Alternative Hypothesis (H1):** There is a significant difference in the mean level of protection and respect for customer data privacy and security concerns across different CRM practices in the examined groups

Hypothesis (H2):

- **Null Hypothesis (H0):** There is no significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups
- **Alternative Hypothesis (H1):** There is a significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups

3.7 PERCENTAGE ANALYSIS

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.8 ANALYTICAL TOOLS(SPSS)

Tool for testing the Hypothesis (SPSS)

- Anova
- Correlation

ANOVA TEST

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA.

CORRELATION

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION TOOLS

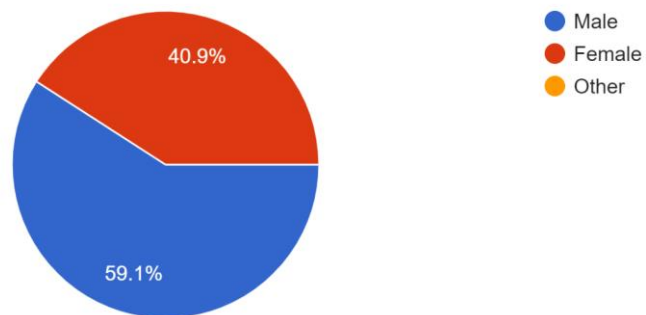
4.1 PERCENTAGE ANALYSIS

4.1.1 Table indicating the gender of respondents.

S.no	Gender	No. of respondents	Percentage analysis
1	Male	65	59.1%
2	Female	45	40.9%
Total		110	100%

+

Gender
110 responses



Interpretation

From the above table it is interpreted that the gender of the respondents is male 59.1% and number of respondents in female are 40.9%

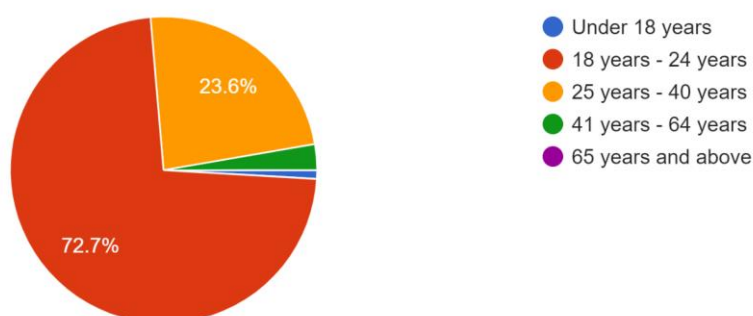
Inference

Majority 50.9% of the respondents are male.

4.1.2 Table indicating the age of respondents.

S.no	Age	No. of respondents	Percentage analysis
1	Under 18 years	1	0.9%
2	18 years - 24years	80	72.7%
3	25 years– 40 years	26	23.6%
4	41 years- 64 years	3	2.7%
5	65 years & above	-	-
6	Total	110	100%

Age
110 responses



Interpretation

From the above table it is interpreted that the number of respondents under 18 years age of respondents is 1%, between 18-24 age of respondents is 75%, between 25-40 years age of respondents is 22%, between 41-64 years age of respondents is 2%, 65years above age of respondents is 0.

Inference

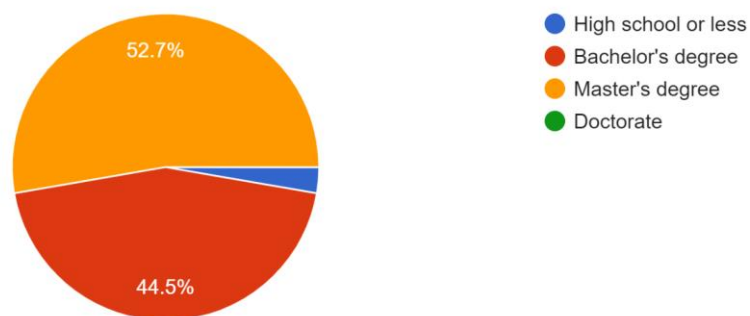
Majority 75% of the respondents belong to the age group of 18-24 years of age.

4.1.3 Table indicating the educational qualifications of respondents

S.no	Educational qualifications	No. of respondents	Percentage analysis
1	High school or less	3	2.7%
2	Bachelor's degree	49	44.5%
3	Master's degree	58	52.7%
4	Doctorate	0	0
5	Total	110	100%

Educational Qualifications

110 responses



Interpretation

From the above table it is interpreted that the number of respondents high school or less is 3%, bachelor's degree of respondents is 46%, master's degree of respondents is 51%, doctorate is 0.

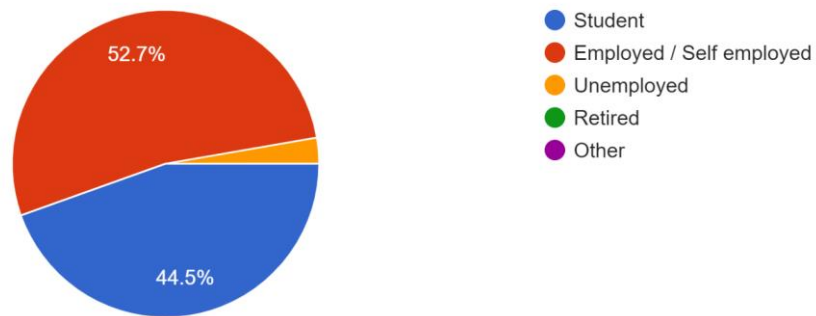
Inference

Majority 51% of the respondents belong to the master's degree qualification.

4.1.4 Table indicating the Current occupation of respondents.

S.no	Current occupation	No. of respondents	Percentage analysis
1	Student	49	44.5%
2	Employed/Self employed	58	52.7%
3	Unemployed	3	2.7%
4	Retired	0	0
5	Total	110	100%

Current Occupation
110 responses



Interpretation

From the above table it is interpreted that no. of respondents are students is 45%, employed/Self employed is 52%, unemployed is 3%, retired and other is 0.

Inference

Majority 52% of the respondents are employed/Self employed.

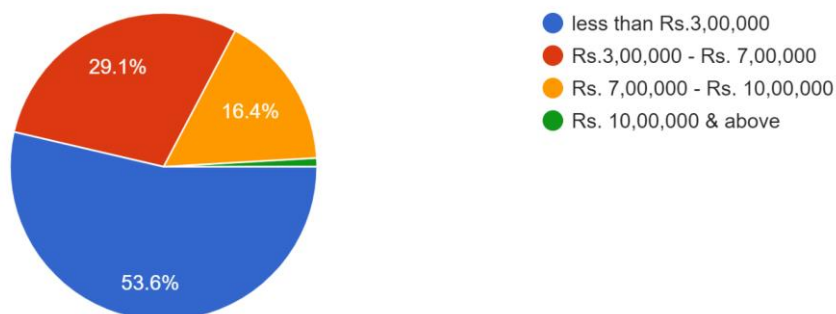
4.1.5 Table indicating the annual income of the respondents.

S.no	Annual income	No. of respondents	Percentage analysis
1	Less than Rs.3,00,000	59	53.6%
2	Rs.3,00,000 - Rs.7,00,000	32	29.1%
3	Rs. 7,00,000 - Rs. 10,00,000	18	16.4%
4	Rs. 10,00,000 & above	1	0.9%

5	Total	110	100%
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Annual income

110 responses



Interpretation

From the above table it is interpreted that no. of respondents have annual income less than Rs.300,000 is 55%, Rs.300,000 – Rs.700,000 is 32%, Rs.700,000 – Rs10,00,000 is 12%, Rs.10,00,000 & above is 1%.

Inference

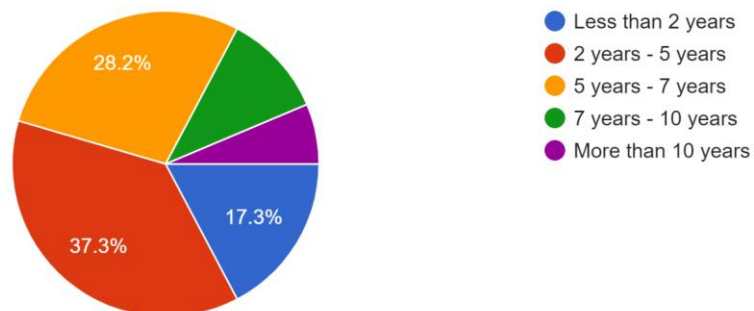
Majority 55% of the respondents have annual income less than Rs.300,000.

4.1.6 Table indicating the duration of the customer's bank account holder

S.no	Duration	No. of respondents	Percentage analysis
1	Less than 2 years	19	17.3%
2	2 years – 5 years	41	37.3%
3	5 years – 7 years	31	28.2%
4	7 years – 10 years	12	10.9%
5	More than 10 years	7	6.4%
6	Total	110	100

How long have you been a Banking customer ?

110 responses



Interpretation

From the above table it is interpreted that no. of respondents have been a bank account holder less than 2 years are 17.3%, 2 years – 5 years are 37.3%, 5 years-7 years are 28.2%, 7 years-10years are 10.9%, more than 10 years are 6.4%.

Inference

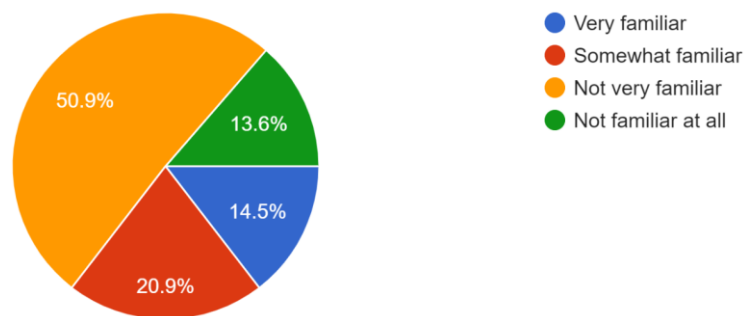
Majority of the 37.3% respondents are 2 years – 5 years.

4.1.7 Table indicating How familiar are the customers with the term "Customer Relationship Management (CRM)" in the context of banking?

S.no	Familiar with CRM	No. of respondents	Percentage analysis
1	Very familiar	16	14.5%
2	Somewhat familiar	41	20.9%
3	Not very familiar	31	50.9%
4	Not familiar at all	12	13.6%
5	Total	110	100%

How familiar are you with the term "Customer Relationship Management (CRM)" in the context of banking?

110 responses



Interpretation

From the above table it is interpreted that no. of respondents whom are very familiar are 14.5, somewhat familiar are 20.9%, Not very familiar are 50.9%, Not familiar at all are 13.6%.

Inference

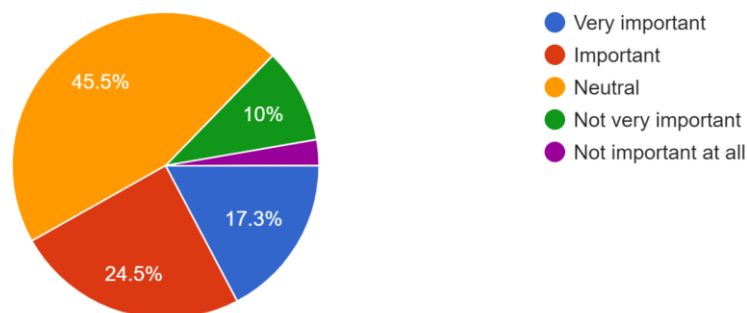
Majority of the 50.9% respondents are “not very familiar” with the term "Customer Relationship Management (CRM)" in the context of banking

4.1.8 Table indicating having knowledge about CRM practices in banking is important for customers

S.no	Importance	No. of respondents	Percentage analysis
1	Very important	19	17.3%
2	Important	27	24.5%
3	Neutral	50	45.5%
4	Not very important	11	10%
5	Not important at all	3	2.7%
6	Total	110	100

To what extent do you believe having knowledge about CRM practices in banking is important for customers?

110 responses



Interpretation

From the above table it is interpreted that no. of respondents believe having knowledge about “CRM” is very important are 17.3%, important are 24.5%, neutral is 45.5%, not very important are 10%, not important at all are 2.7%.

Inference

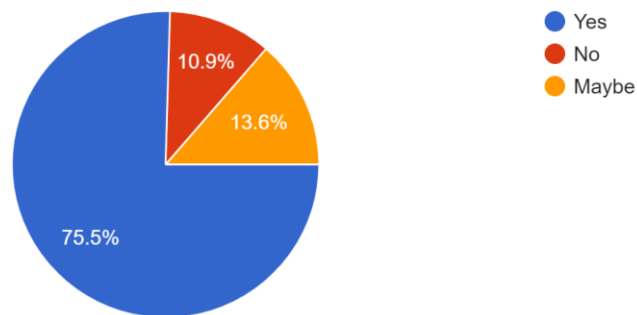
Majority of the 45.5% respondents are believe having knowledge is “neutral”.

4.1.9 Table indicating having knowledge and awareness about CRM practices enhances your overall banking experience.

S.no	knowledge and awareness about CRM practices enhances your overall banking experience	No. of respondents	Percentage analysis
1	Yes	83	75.5%
2	No	15	10.9%
3	Maybe	12	13.6%
4	Total	110	100%

Do you think that having awareness and knowledge about CRM practices enhances your overall banking experience?

110 responses



Interpretation

From the above table it is interpreted that that no. of respondents believe having awareness and knowledge about CRM practices enhances your overall banking experience says "yes" are 75.5%, says "No" are 10.9%, says "Maybe" are 13.6%.

Inference

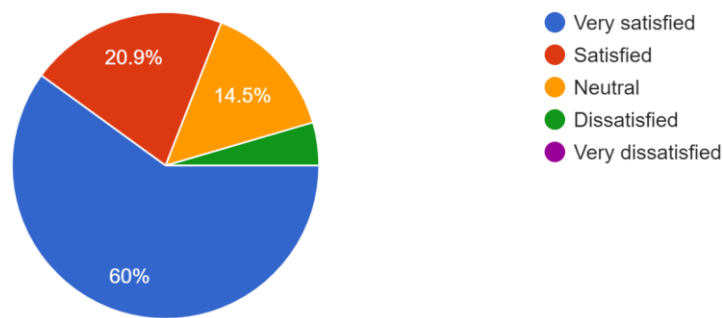
Majority of the 75.5% respondents believe awareness and knowledge about CRM practices enhances your overall banking experience.

4.1.10 Table indicating the satisfaction of customers with the measures their bank has taken to protect your data privacy and security within CRM practices

S.no	Satisfaction	No. of respondents	Percentage analysis
1	Very Satisfied	66	60%
2	Satisfied	23	20.9%
3	Neutral	16	14.5%
4	Dissatisfied	5	4.5%
5	Very dissatisfied	0	-
6	Total	110	100

How satisfied are you with the measures your bank has taken to protect your data privacy and security within CRM practices?

110 responses



Interpretation

From the above table it is interpreted that that no. of respondents 60% are very satisfied, 20.9% are satisfied, 14.5% are neutral, 4.5% are Dissatisfied, and Very dissatisfied are 0%.

Inference

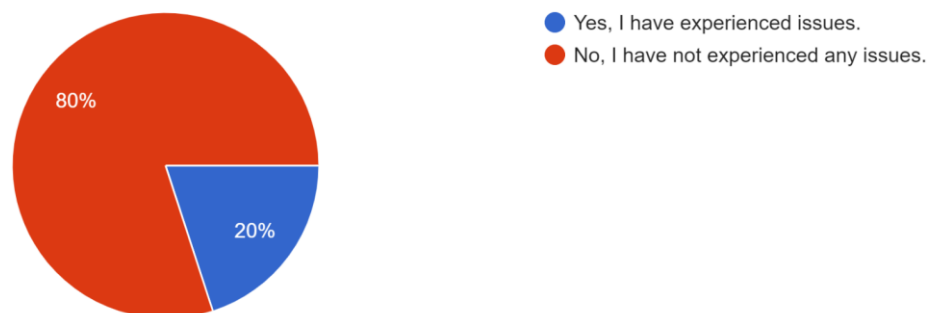
Majority of the 60% respondents are very satisfied with the measures their bank has taken to protect your data privacy and security within CRM practices.

4.1.11 Table indicating the data breaches, unauthorized access, or security issues related to your bank's CRM practices

S.no	Security issues	No. of respondents	Percentage analysis
1	Yes, I have experienced issues.	88	80%
2	No, I have not experienced any issues.	22	20%
3	Total	110	100

Have you ever experienced data breaches, unauthorized access, or security issues related to your bank's CRM practices?

110 responses



Interpretation

From the above table it is interpreted that 20% of respondents have experienced issues and 80% of the respondents have not experienced any issues.

Inference

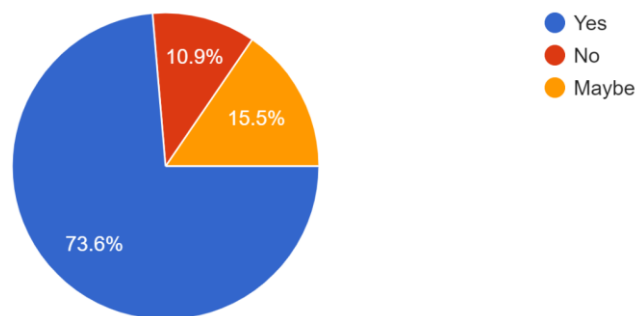
Majority of the 80% respondents have not experienced any issues.

4.1.12 Table indicating the CRM practices in your bank protect and respect your data privacy and security concerns

S.no	knowledge and awareness about CRM practices enhances your overall banking experience	No. of respondents	Percentage analysis
1	Yes	81	73.6%
2	No	12	10.9%
3	Maybe	17	15.5%
4	Total	110	100%

Do you believe that CRM practices in your bank protect and respect your data privacy and security concerns?

110 responses



Interpretation

From the above table it is interpreted that 73.6% respondents says "Yes" and 10.9% respondents says "no" and 15.5% respondents says "maybe".

Inference

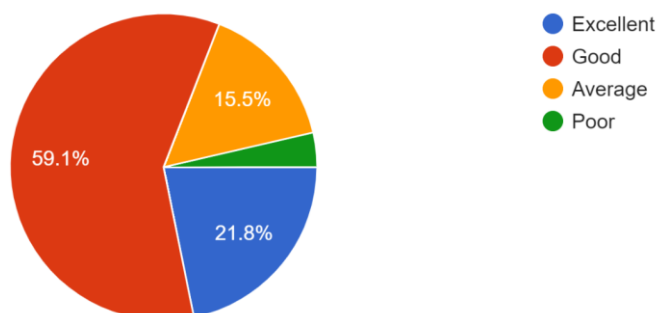
Majority of the 73.6% respondents believes that CRM practices in your bank protect and respect your data privacy and security concerns by saying "Yes".

4.1.13 Table indicating the bank's responsiveness in addressing your inquiries and issues when you contact them through various communication channels.

S.no	bank's responsiveness	No. of respondents	Percentage analysis
1	Excellent	24	21.8%
2	Good	65	59.1%
3	Average	17	15.5%
4	Poor	4	3.6%
5	Total	110	100%

How would you rate your bank's responsiveness in addressing your inquiries and issues when you contact them through various communication channels?

110 responses



Interpretation

From the above table it is interpreted that 21.8% of the respondents rated excellent, 59.1% of the respondents rated Good, 15.5% of the respondents rated Average, 3.6% of the respondents rated Poor.

Inference

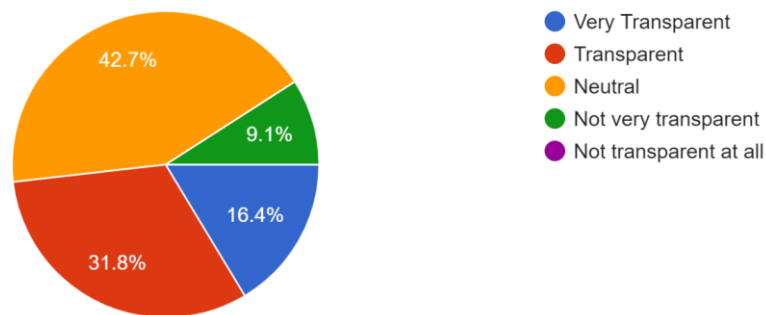
Majority of the 59.1% respondents rates Good.

4.1.14 Table indicating the transparency of your bank's communication and engagement efforts in explaining their services, offers, and policies.

S.no	Transparency	No. of respondents	Percentage analysis
1	Very Transparent	18	16.4%
	Transparent	35	31.8%
3	Neutral	47	42.7%
4	Not very transparent	10	9.1%
5	Not transparent at all	0	-
6	Total	110	100%

How would you rate the transparency of your bank's communication and engagement efforts in explaining their services, offers, and policies?

110 responses



Interpretation

From the above table it is interpreted that 16.4% of the respondents rate “Very transparent”, 31.8% of the respondents rate “Transparent”, 42.7% of the respondents rate “Neutral”, 9.1% of the respondents rate “Not very transparent”, 0% of the respondents rates “Not very transparent”.

Inference

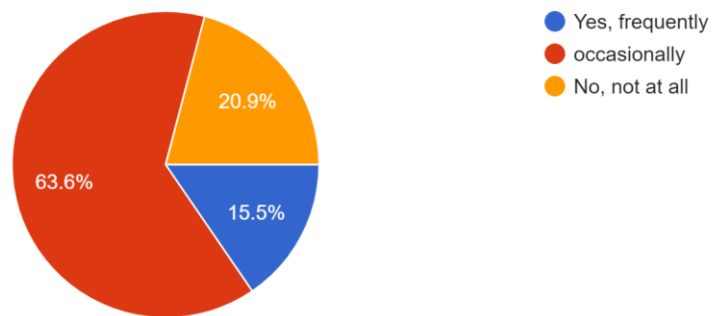
Majority 42.7% of the respondents rates “Neutral” for the transparency of your bank's communication and engagement efforts in explaining their services, offers, and policies.

4.1.15 Table indicating the situations where the bank's communication and engagement efforts were not transparent or clear, causing confusion or misunderstanding.

S.no	Bank's communication	No. of respondents	Percentage analysis
1	Yes, frequently	17	15.5%
2	Occasionally	70	63.6%
3	No, not at all	23	20.9%
4	Total	110	100%

Have you ever encountered situations where the bank's communication and engagement effort were not transparent or clear, causing confusion or misunderstanding?

110 responses



Interpretation

From the above table it is interpreted that 15.5% of the respondents encountered "Yes frequently", 63.6% of the respondents encountered "Occasionally", and 20.9% of the respondents encountered "No, not at all."

Inference

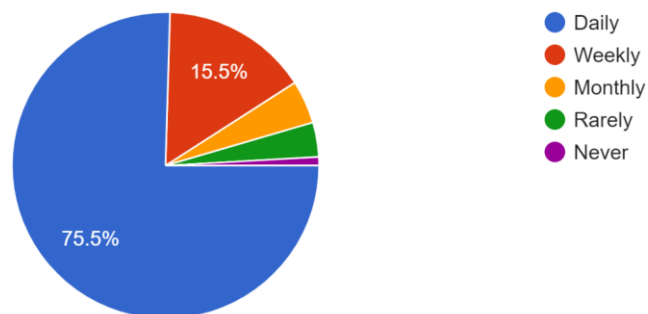
Majority of the 63.6% respondents encountered “occasionally”.

4.1.16 Table indicating the Usage of digital banking services

S.no	Usage	No. of respondents	Percentage analysis
1	Daily	83	75.5%
2	Weekly	17	15.5%
3	Monthly	5	4.5%
4	Rarely	4	3.6%
5	Never	1	0.9%
6	Total	110	100%

How often do you use digital banking services (e.g., mobile app, online banking) provided by your bank?

110 responses



Interpretation

From the above table it is interpreted that 75.5% of the respondents use daily, 15.5% of the respondents use weekly, 4.5 of the respondents use monthly, 3.6% of the respondents use rarely, 0.9 of the respondents never use.

Inference

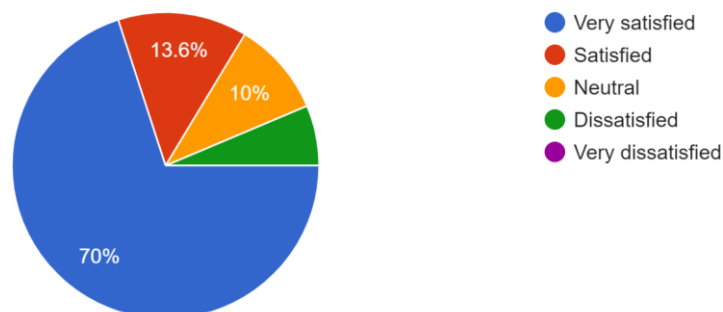
Majority of the 75.5% respondents use “Daily”.

4.1.17 Table indicating the availability of online and mobile features.

S.no	Satisfaction	No. of respondents	Percentage analysis
1	Very Satisfied	77	70%
2	Satisfied	15	13.6%
3	Neutral	11	10%
4	Dissatisfied	7	6.4%
5	Very dissatisfied	0	-
6	Total	110	100%

How satisfied are you with the availability of online and mobile features that allow you to manage your accounts, view statements, and make transactions?

110 responses



Interpretation

From the above table it is interpreted that 70% of the respondents are very satisfied, 13.6% of the respondents are Satisfied, 10% of the respondents are Neutral, 6.4% of the respondents are Dissatisfied, 0% are very dissatisfied.

Inference

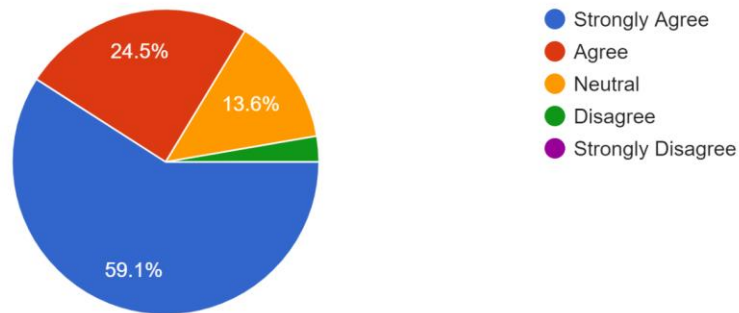
Majority of the 70% respondents are “Very satisfied” the availability of online and mobile features.

4.1.18 Table indicating the digitalization of CRM practices increased your loyalty to your bank.

S.no	Increase of loyalty	No. of respondents	Percentage analysis
1	Strongly Agree	65	59.1%
2	Agree	27	24.5%
3	Neutral	15	13.6%
4	Disagree	3	2.7%
5	Strongly disagree	0	-
6	Total	110	100%

Does the digitalization of CRM practices increased your loyalty to your bank?

110 responses



Interpretation

From the above table it is interpreted that 59.1% of the respondents strongly agree, 24.5% of the respondents Agree, 13.6% of the respondents says Neutral, 2.7% of the respondents disagree, and 0% for Strongly disagree.

Inference

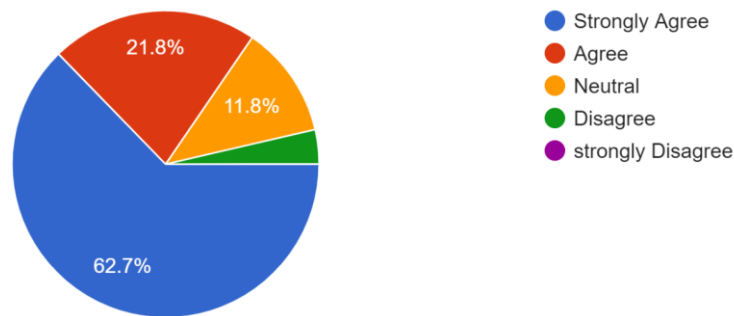
Majority of the 59.1% respondents strongly agree for the digitalization of CRM practices increased your loyalty to your bank.

4.1.19 Table indicating the digitalization of CRM practices enhance your overall satisfaction with your bank's services.

S.no	Enhance Satisfaction	No. of respondents	Percentage analysis
1	Strongly Agree	69	62.7%
2	Agree	24	21.8%
3	Neutral	13	11.8%
4	Disagree	4	3.6%
5	Strongly disagree	0	-
6	Total	110	100%

does the digitalization of CRM practices enhance your overall satisfaction with your bank's services?

110 responses



Interpretation

From the above table it is interpreted that 62.7% of the respondents Strongly agree, 21.8% of the respondents Agree, 11.8% of the respondents Says neutral, 3.6% of the respondents Disagree, and 0% for Strongly disagree.

Inference

Majority of the 62.7% respondents strongly agree for enhance your overall satisfaction with your bank's services.

Hypothesis (H1):

Null Hypothesis (H0): There is no significant differences in the mean level of protection and respect for customer data privacy and security concerns across different CRM practices in the examined groups

Alternative Hypothesis (H1): There is a significant difference in the mean level of protection and respect for customer data privacy and security concerns across different CRM practices in the examined groups.

ANOVA

	Sum of squares	df	Mean Square	F	Sig.
Between groups	9.126	3	3.042	4.117	.008
Within groups	78.328	106	.739		
Total	87.455	109			

INTERPRETATION

The p value is .008 which is lesser than the significance value (0.05) hence Alternative hypothesis (H1) is accepted. And H0 is rejected.

INFERENCE

Therefore, there is a significant difference in the mean level of protection and respect for customer data privacy and security concerns across different CRM practices in the examined groups.

Correlations

		Age	How satisfied are you with the measures your bank has taken to protect your data privacy and security within CRM practices?
Age	Pearson correlation	1	.025
	Sig. (2-tailed)	110	.798
	N		110

How satisfied are you with the measures your bank has taken to protect your data privacy and security within CRM practices?	Pearson correlation	.025	1
	Sig. (2-tailed)	.798	
	N	110	110

INTERPRETATION

The p value is 0.025 is lesser than the significance value (0.05) hence Alternative hypothesis (H1) is accepted. And (H0) is rejected.

INFERENCE

Therefore, there is a significant correlation between the level of CRM practices protects and respects for customer data privacy and security concerns.

Hypothesis (H2):

- **Null Hypothesis (H0):** There is no significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups
- **Alternative Hypothesis (H1):** There is a significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups

Does the digitalization of CRM practices increase your loyalty to your bank?

	Sum of squares	df	Mean Square	F	Sig.
Between groups	8.028	3	2.676	4.274	.007
Within groups	66.372	106	.626		
Total	74.400	109			

INTERPRETATION

The p value is 0.007 is lesser than the significance value (0.05) hence Alternative hypothesis (H1) is accepted. And (H0) is rejected.

INFERENCE

There is a significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups.

Does the digitalization of CRM practices enhance your overall satisfaction with your bank's services?

	Sum of squares	df	Mean Square	F	Sig.
Between groups	8.316	3	2.772	4.275	.007
Within groups	68.738	106	.648		
Total	77.055	109			

INTERPRETATION

The p value is 0.007 is lesser than the significance value (0.05) hence Alternative hypothesis (H1) is accepted. And (H0) is rejected.

INFERENCE

There is a significant difference in the impact of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty across different groups.

Correlations

		Does the digitalization of CRM practices increase your loyalty to your bank?	Does the digitalization of CRM practices enhance your overall satisfaction with your bank's services?
Does the digitalization of CRM practices increase your loyalty to your bank?	Pearson correlation	1	.882
	Sig. (2-tailed)	110	<.001
	N		110
Does the digitalization of CRM practices enhance your overall satisfaction with your bank's services?	Pearson correlation	.882	1
	Sig. (2-tailed)	<.001	
	N	110	110

INTERPRETATION

The p value is 0.882 which is lesser than the significance (0.05) hence Alternative hypothesis (H1) is accepted. And (H0) is rejected.

INFERENCE

Therefore, there is a significant correlation between the degree of digitalization of CRM practices in the banking sector on customer satisfaction and loyalty.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority (50.9%) of the respondents are male.
- Majority (75%) of the respondents belong to the age group of 18-24 years of age.
- Majority (51%) of the respondents belong to the master's degree qualification.
- Majority (52%) of the respondents are employed/Self employed.
- Majority (55%) of the respondents have annual income less than Rs.300,000.
- Majority of the (37.3%) respondents are 2 years – 5 years.
- Majority of the (50.9%) respondents are “not very familiar” with the term “Customer Relationship Management (CRM)” in the context of banking
- Majority of the (45.5%) respondents are believe having knowledge is “neutral”.
- Majority of the (75.5%) respondents believe awareness and knowledge about CRM practices enhances your overall banking experience.
- Majority of the (60%) respondents are very satisfied with the measures their bank has taken to protect your data privacy and security within CRM practices.
- Majority of the (80%) respondents have not experienced any issues.
- Majority of the (73.6%) respondents believes that CRM practices in your bank protect and respect your data privacy and security concerns by saying “Yes”.
- Majority of the (59.1%) respondents rates Good.

- Majority (42.7%) of the respondents rates “Neutral” for the transparency of your bank's communication and engagement efforts in explaining their services, offers, and policies.
- Majority of the (63.6%) respondents encountered “occasionally”. situations where the bank's communication and engagement efforts were not transparent or clear, causing confusion or misunderstanding.
- Majority of the (75.5%) respondents use “Daily”.
- Majority of the (70%) respondents are “Very satisfied” the availability of online and mobile features.
- Majority of the (59.1%) respondents strongly agree for the digitalization of CRM practices increased your loyalty to your bank.
- Majority of the (62.7%) respondents strongly agree for enhance your overall satisfaction with your bank's services.

5.2 SUGGESTIONS

- **Targeted Education Initiatives for the Uninformed Majority:** With a significant portion of respondents being unfamiliar with CRM in banking, initiate targeted education campaigns. Develop user-friendly materials, conduct workshops, and utilize digital channels to raise awareness, especially among the 18-24 age group and those with master's degrees.
- **Communication Transparency Improvement:** Given that a substantial number of respondents find their bank's communication efforts occasionally unclear, implement strategies to enhance transparency. This may involve simplifying language, using visual aids, and improving accessibility to information, ensuring a clearer understanding of services, offers, and policies.

- **Strengthen Data Security Measures:** While the majority are satisfied with data privacy and security measures, continuous improvement is essential. Invest in advanced security technologies, conduct regular audits, and communicate these efforts effectively to assure customers of their data's protection.
- **Feedback Mechanism Enhancement:** Establish or enhance feedback mechanisms to capture customer experiences, especially related to communication and data security. Use this feedback to identify specific areas for improvement and to align CRM practices with customer expectations.
- **Digitalization Focus:** Leverage the positive impact of digitalization on customer satisfaction and loyalty. Invest in enhancing online and mobile features, ensuring they align with customer preferences and provide a seamless and secure banking experience.

5.3 LIMITATIONS OF THE STUDY:

- The study has been conducted only in Chennai and so the opinion of the respondents is considered.
- A conclusion is based on a questionnaire method.
- I have taken only 110 respondents which may or may not represent the whole population of the locality.

5.4 CONCLUSIONS:

- The findings underscore a need for substantial efforts to increase awareness and understanding of CRM practices, particularly among the younger, more educated demographic. Customized educational initiatives can play a pivotal role in closing this knowledge gap.
- While the majority expresses satisfaction with data security measures, continuous vigilance and improvement are essential in an era of evolving

cyber threats. Effective communication of these security measures is vital to maintaining customer trust.

- Communication transparency emerges as a critical aspect for improvement, as a significant portion of respondents occasionally encounters confusion. Banks should focus on refining communication strategies to enhance transparency and foster a more informed and satisfied customer base.
- The positive impact of digitalization on customer satisfaction and loyalty suggests a shift in banking preferences. Future strategies should prioritize digital features to meet the expectations of the majority who use these services daily.
- Overall, the study highlights the importance of a customer-centric approach in the banking sector. Initiatives should focus on education, communication transparency, data security, and digital innovation to meet the dynamic needs and expectations of customers, ultimately enhancing satisfaction and loyalty.

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ANNEXURE
QUESTIONNAIRE:
A STUDY ON CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICES IN BANKING
SECTOR

NAME

AGE

- Under 18 years
- 18 years - 24 years
- 25 years - 40 years
- 41 years - 64 years
- 65 years and above

GENDER

- Male
- Female
- Other

LOCATION

- Urban
- Suburban
- Rural

EDUCATIONAL QUALIFICATION

- High School or less
- Bachelor's Degree
- Master's Degree
- Doctorate

CURRENT OCCUPATION

- Student
- Employed/Self Employed
- Unemployed/Home
- Retired

ANNUAL INCOME

- Less than Rs.3,00,000
- Rs.3,00,000 - Rs.7,00,000
- Rs.7,00,000 - Rs.10,00,000
- Rs.10,00,000 and above

MARITAL STATUS

- Single
- Married
- Prefer not to say

FOR HOW LONG HAVE YOU BEEN A BANKING CUSTOMER ?

- Less than 2 years
- 2 years - 5 years
- 5 years - 7 years
- 7 years - 10 years
- more than 10 years

HOW FAMILIAR ARE YOU WITH THE TERM "CUSTOMER RELATIONSHIP MANAGEMENT (CRM)" IN THE CONTEXT OF BANKING?

- Very familiar
- Somewhat familiar
- Not very familiar
- Not familiar at all

TO WHAT EXTENT DO YOU BELIEVE HAVING KNOWLEDGE ABOUT CRM PRACTICES IN BANKING IS IMPORTANT FOR CUSTOMERS?

- Very important
- Important
- Neutral
- Not important
- Not important at all

DO YOU THINK THAT HAVING AWARENESS AND KNOWLEDGE ABOUT CRM PRACTICES ENHANCES YOUR OVERALL BANKING EXPERIENCE?

- Yes
- No
- Maybe

HOW SATISFIED ARE YOU WITH THE MEASURES YOUR BANK HAS TAKEN TO PROTECT YOUR DATA PRIVACY AND SECURITY WITHIN CRM PRACTICES?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

HAVE YOU EVER EXPERIENCED DATA BREACHES, UNAUTHORIZED ACCESS, OR SECURITY ISSUES RELATED TO YOUR BANK'S CRM PRACTICES?

- Yes
- No

DO YOU BELIEVE THAT CRM PRACTICES IN YOUR BANK PROTECT AND RESPECT YOUR DATA PRIVACY AND SECURITY CONCERNS?

- Yes

- No
- Maybe

HOW WOULD YOU RATE YOUR BANK'S RESPONSIVENESS IN ADDRESSING YOUR INQUIRIES AND ISSUES WHEN YOU CONTACT THEM THROUGH VARIOUS COMMUNICATION CHANNELS?

- Excellent
- Good
- Average
- Poor

HOW WOULD YOU RATE THE TRANSPARENCY OF YOUR BANK'S COMMUNICATION AND ENGAGEMENT EFFORTS IN EXPLAINING THEIR SERVICES, OFFERS, AND POLICIES?

- Very Transparent
- Transparent
- Neutral
- Not Transparent
- Not Transparent at all

HAVE YOU EVER ENCOUNTERED SITUATIONS WHERE THE BANK'S COMMUNICATION AND ENGAGEMENT EFFORTS WERE NOT TRANSPARENT OR CLEAR, CAUSING CONFUSION OR MISUNDERSTANDING?

- Yes, frequently
- Occasionally
- No, not at all

**HOW OFTEN DO YOU USE DIGITAL BANKING SERVICES (E.G.,
MOBILE APP, ONLINE BANKING) PROVIDED BY YOUR BANK?**

- Daily
- Weekly
- Monthly
- Rarely
- Never

**HOW SATISFIED ARE YOU WITH THE AVAILABILITY OF ONLINE AND
MOBILE FEATURES THAT ALLOW YOU TO MANAGE YOUR
ACCOUNTS, VIEW STATEMENTS, AND MAKE TRANSACTIONS?**

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- very Dissatisfied

**DOES THE DIGITALIZATION OF CRM PRACTICES INCREASED YOUR
LOYALTY TO YOUR BANK?**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**DOES THE DIGITALIZATION OF CRM PRACTICES ENHANCE YOUR
OVERALL SATISFACTION WITH YOUR BANK'S SERVICES?**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree