



**ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGEMENT
PRACTICE**

(The case of Dashen Bank S.Co, Addis Ababa)

A PROJEC PAPER SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ADDIS
ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER IN PROJECT MANAGEMENT

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SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the under signed, declare that this 'project paper' entitled with “ ASSESSMENT OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICE (The case of Dashen Bank S.C, Addis Ababa)”, is my original work, prepared under the guidance of my Advisor Adane Atara (PhD). All necessary sources of materials used for the preparation of this 'thesis' have been appropriately acknowledged. Moreover, I want to confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature & Date

ENDORSEMENT

This is to certify that this Project paper work, entitled ASSESSMENT OF USTOMER RELATIONSHIP MANAGEMENT PRACTICE (The case of Dashen Bank S.C, Addis Ababa)” which is undertaken by Biniam H/Marima for the partial fulfillment for the requirements of the degree of Masters of Art in Project Management at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor

Signature & Date

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LIST OF ABBREVIATIONS AND ACRONYMS

CRM	:	Customer Relationship Management
NBE	:	National Bank of Ethiopia
CBE	:	Commercial Bank of Ethiopia
DBE	:	Development Bank of Ethiopia
CBB	:	Construction and Business Bank
ATM	:	Automatic Teller Machine
POS	:	Point Of Sale
CIS	:	Customer information systems
ECRM	:	Electronic Customer Relationship Management
E-MAIL	:	Electronic mail
SMS	:	Short Message Service
SPSS	:	Statistical Package for Social Science

ABSTRACT

The main objective of this study is to assess the customer relationship management practice in case Dashen Bank. CRM is one of the critical strategies that can be employed by organizations to improve competitive advantage. Four critical CRM elements are measured in this study are; first the convenience & physical appearance, second employee's behavior, relationship development & reliability, third pricing policy, responsiveness & customer Service quality and fourth customers information database management, product development & promotion. The study adopted a descriptive design and quantitative data were employed to address the objective. Both primary and secondary data were used. The quantitative data were collected through a structured questionnaire and document review. The Population for the study was 1,403 Corporate Customers of Dashen Bank in Addis Ababa (those customers data were found from the bank Information technology department) and the study was conducted on the basis of opinion survey collected from randomly selected 311 Corporate Customers, expecting that those customers have significant impact on the bank long run profitability. The collected data was analyzed using SPSS version 20. Percentage, mean, standard deviation and relevant statistical methods were employed. Moreover, tables and elaborations were used to present the findings. Based on 311 respondents this study found that the overall assessment of Customer relationship management practice is at good level. However, the bank is weak implementation of easy customer support access like call center, supportive and updated website, helpdesk and other alternative communication channels that helps the customers at the absence of the relationship manager which are responsible for handling customers transactions, employees and management team periodical Customer visit, absence of Convenient parking space and capturing and updating customer information and use the information to satisfy customer needs.

Key Words: Customer Relationship Management, Customer satisfaction, Dashen Bank, Ethiopia

CHAPTER ONE

Introduction

1.1 Background of the study

A business is formed by any one person, two people or more, who carry on a commercial enterprise to provide services, products or both, in turn generate profit and maximize wealth to the owners of the organizations. It is materialized when the organizations have existing and potential customers.

A customer is an individual or business that purchases goods or services produced by a business. The customer is the end goal of businesses, since it is the customer who pays for supply and creates demand.

Customer service is an important part of maintaining ongoing client relationships that are keys to continuing revenue. Bringing in new customers is great, but won't keep a business profitable for long if those customers don't come back for more and they will only do this if they are happy.

According to the definition of Gronroos (2000), a service is a process that consists of a set of activities which take place in interactions between a customer and people, goods and other physical resources, systems and/or infrastructures representing the service provider and possibly involving other customers, which aim at solving customers' problems. .

According to Elain (1996), customer service is anything we do for the customer that enhances the customer experience. Customers have various ideas as to what they expect from customer interaction. The customer service provider must go to know his/her/its customers and strive to provide them with excellent customer service as customer satisfaction is the goal to attain.

Today, companies have realized that customers are the life blood of the business; business survival is largely depended on the customers. The realization of this fact has made it possible for companies to have a better chance to outperform competition. Customers are therefore, better satisfied through a competitive superior product and services beyond their expectation. satisfying the customer eventually graduate into a relationship where the company sees the customer as part

of the business and business decision making by continuously seeking customers opinion. According to Kotler and Keller (2006) marketers must connect with customers, informing, engaging and may be even energizing them in the process.

Having every detail of organization's customers gave birth to the concept of customer relationship management (CRM). Customer relationship management is a marketing approach providing satisfaction of customer needs at every point of interaction between the customer and the cooperation (Kotler & Keller 2012, 2011). Customer relationship management is not just about installing software or automating customer touch points. It is about the reinvention of our enterprises around the customer and becoming customer-centric (Saunders, Wong, Kotler, & Armstrong, 2001).

Customer relationship management (CRM) is a concept for managing a company's interactions with customers, clients, and sales prospects. It involves using technology to organize, automate, and synchronize business processes. The objectives of CRM are to enhance profitability, income, and customer satisfaction. To attain CRM, many organizations use set of tools, technologies, and procedures to support the relationship with the customer to enhance sales. Therefore, CRM is an issue of strategic business and process rather than a technical one, Dowling (2002). Baran & Galka (2013) reveal that customer relationship management is a protective marketing strategy that focuses on managing the customer experience by understanding their needs and purchase behavior. It is an efficient way to strength the relationship between a company and its customer, transforming links into friends and partners. This is done by building learning relationships.

Outtalk (2007) saw CRM as a business strategy to identify the banks most profitable customers 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.

Having realized the importance of customer relationship management, and its potential to help acquiring new customer, retain existing ones and maximize their lifetime value. Onutetal (2007) suggest that, IT and marketing should have a proper coordination to provide a long term retention and selection of customers.

1.2 Background of the target organization

Dashen Bank is the second private commercial bank, next to Awash Bank, established in the year 1995 with eleven shareholders and authorized and paid up capital of Birr 50 million and 14.9 million respectively having a share value of Birr 1,000.00, according to the first financial report of the bank reported for eighteen months ended June 30, 1997.

As per the financial report of 2016/2017 fiscal year, the Bank's authorized and paid up capital has been raised to Birr 2.5 billion and 1.93 billion respectively. The total asset of the Bank is 34.6 billion and its total deposit is Birr 27.8 billion. As per the report, the Bank has 303 branches and from these branches 153 branches are located in Addis Ababa, 6 forex bureaus, 1.8 million depositors and from these depositors 882,492 customers are here in Addis Ababa, 7,297 employees, 205 ATM machines and 837 POS machines. Its gross profit for the stated fiscal year is 980 million.

Because of the growing competition, Dashen Bank, like some other private banks, is finding it challenging to maintain the growth momentum gained over the years. Slowdowns have been observed in resource mobilization despite the unprecedented branch network expansion. To overcome the mounting challenges and ensure sustainable growth and profitability, there is a need to guard the market share by adopting customer-centric strategies that guarantees delivery of quality customer service and maintain continuous customer satisfaction by implementing Customer relationship Management concept.

Therefore, this study is designed to assess the customer relationships management practice in the case of Dashen Bank S.C, Addis Ababa.

1.3 Statement of the problem

The importance for a bank of managing the relationships with their customers is very critical in the expansion of client base which has a direct impact in increasing banks turnover. Now a day's various strategies have evolved in Customer Relationship Management (CRM) implementation. Such a key strategy is like; creating better looks and present in a convenient area, swift response of customer needs, being reliable and gives personal attention to customers, introducing various

valuable products and gives highly customer oriented service, attractive and flexible price and pricing police, user various database system to collects information about customers and a way to analyze the information in the database and a strategy for applying the analysis to better meet the clients' needs and identify potential customers.

Another area of ensuring Customer Relationship Management (CRM) enhancement is establishment of numerous branches and increasing staff strength of banking institutions. This is to help in reducing congestion and long queues in the banking halls.

The study seeks to look at the implementation of these and other customer relationship management strategies in case of Dashen Bank S.Co. Addis Ababa.

1.4 Basic Research Questions

This study addresses the following research question

- I. Is the location and physical appearance of the bank convenient to customer service?
- II. How do the bank officers and higher officials on relationship development & trustworthiness?
- III. Are the bank's staffs and management responsive to client needs/requests, service quality?
- IV. How does the bank CRM practice and Employees behavior perceived by customers?
- V. How do the bank collect and process customer information, product development and promotion practice?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of the research is to assess the impact of Customer relationship management on Customer satisfaction.

1.5.2 Specific Objectives

The specific objective of the research is:

- ✚ To assess the bank branches location convenience and physical appearance to customer service.
- ✚ To assess the bank officers and higher officials relationship development practice & trustworthiness.
- ✚ To assess the bank staffs and Managements team responsiveness to client needs/requests, service quality and pricing.
- ✚ To assess the bank CRM practice and Employees behavior.
- ✚ To assess the bank data collection & process management, product development and promotion practice?

1.6 Significance of the Study

The significance of the study emanates from its objective in such a way that;

- ✚ It may assist the management and employees of the bank to have information about the perception of the customers regarding the Customer Relationship Management of the Bank.
- ✚ It may support to take appropriate action in order to improve the Customer relationship management.
- ✚ It may helps the Bank's customers to get quality service, if the Bank identifies its weaknesses and strengths
- ✚ Moreover it may help to other banks who want to study their performance related to their Customer Relationship Management to some extent.
- ✚ Lastly but not least, the study will have contribution for further knowledge/reference on the area and to conducting research.

1.7 Scope/ Delimitation of the Study

As per the 21th Annual report and other internal documents almost half of the bank customers are customers of Addis Ababa branches, considering this and the high economic activities of the city the study was delimited in Addis Ababa, Dashen Bank Corporate Customers.

As per Dashen bank definition, corporate customer's means customers who have transaction, deposit and loan above birr 5million. By considering this concept the researcher delimited his scope of study to those customers whose transaction, deposit, and loan was birr 5million or above as of June 30, 2017 in Addis Ababa. The number of those Customers was 1,403.

The research topic covers the issues of the bank branches Convenience & physical Appearance, Relationship development & Reliability, Pricing policy, Responsiveness & Customer Service Quality, CRM practice & Employees behavior, Customers Database management, Product Development & promotion and as a result the customer satisfaction.

1.8 Limitation of the Study

the limitations of this research was lack few respondents commitment to completely fill the questionnaires on time.

1.9 Organization of the study

The study comprises five respective chapters, Reference and Appendix.

Chapter one: Introduction

This chapter would contain the background of the study, Background of target organizations, statement of the problem, basic research questions, objectives of the study, Significance of the study, Scope/delimitation of the study, Limitation of the study.

Chapter Two: Literature Review

This part of the study deals with the literature relevant to the proposed study and conceptual framework.

Chapter Three: Research Methodology of the Study

In this chapter the researcher described the research approach, research design, population of the study, sampling technique and sample size determination, data type and source, data collection instrument, data collection procedures, ethical consideration, data analysis, data quality assessment.

Chapter Four: Results and discussion

This chapter would summarize the finding interpretation, discussion and result of the study.

Chapter Five: Summary, Conclusions and Recommendations

CHAPTER TWO

Literature Review

This section will cover review of literature from different scholars and authors that have been examined in the area of Customer Service, Customer service management and its impact to the customer satisfaction. The theoretical and practical findings of various studies related to Customer Relationship Management is about database that collects information about customers, a way to analyze the information in the database, a strategy for applying the analysis to better meet the clients' needs and identify potential customers, collecting data to ensure the strategy is effective and how Customers Complaints is managed. A reviewed literature from secondary sources such as published books, articles and related websites will also be presented to reveal points, targeting at the attainment of the research objectives.

2.1 Theoretical Literature Review

2.1.1 Customer Service

Several scholars tried to define Customer service in different ways. Kotler and Amstrong (1991) defined service as an activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

According to the definition of Gronroos (2000), a service is a process that consists of a set of activities which take place in interactions between a customer and people, goods and other physical resources, systems and/or infrastructures representing the service provider and possibly involving other customers, which aim at solving customers' problems.

Service is intangible in nature, it cannot be mass produced. It cannot be inventoried and stored after production. Due to the fact that services and consumers of services are inseparable, they cannot be produced until the consumer is ready to consume them. Providing consistent quality is difficult for service because of the characteristic of variability (Clow and Kurtz, 2003).

According to Adrian (1995), pure services have several distinctive characteristics that differentiate them from goods and have implications for the manner in which they are marketed. These characteristics can be described as follows.

I. Intangibility: - a pure service cannot be assessed using any of the physical senses; it is an abstraction which cannot be directly examined before it is purchased. It has no tangible properties that can be used by consumers to verify advertising claims before the purchase is made. The intangible process characteristics that define services, such as reliability, personal care and attentiveness and friendliness of staff, can be verified only when a service has been purchased and consumed.

II. Inseparability: - the production and consumption of a tangible good are two quite distinct activities. On the other hand, consumption of a service is said to be inseparable from its means of production. Producer and consumer must interact in order for the benefits of the service to be realized: both must normally meet at a mutually convenient time and place in order that the producer can directly pass on service benefits. In the extreme case of personal care services, like health care service and ATM service, the customer must be present during the entire production process.

III. Variability: - refers to the fact that the quality of services depends on who provides them as well as when, where, and how they are provided (Armstrong and Kotler, 2011). For services, variability impacts on customers not just in terms of outcomes but also in terms of processes of production. The latter point causes variability to pose a much greater problem for service than for goods. Because, customers are usually involved in the production process for a service at the same time they consume it, it can be difficult to carry out monitoring and control to ensure consistent standards. Many service organizations have sought to reduce variability by adopting equipment base production methods such as automation of baking services.

IV. Perishable: - services cannot be stored for later sale or use (Armstrong and Kotler, 2011). A producer of cars that is unable to sell all its output in the current period can carry forward stocks to sell in a subsequent period. However, the producer of a

service that cannot sell all its output produced in the current period gets no chance to carry it forward for sale in a subsequent period. So, matching time of supply and demand for service is a requirement.

V. Ownership: - The inability to own services are related to their intangibility and perishability. In purchasing goods, buyers generally acquire title to the goods in question and can subsequently do as they want with them. On the other hand, when a service is performed, no ownership is transferred from the seller to the buyer.

2.1.2 Customer Relationship Management

Over a century ago, in small-town America, before the advent of the supermarket, the mall, and the automobile, people went to their neighborhood general store to purchase goods. The proprietor and the small staff recognized the customer by name and knew the customer's preferences and wants. The customer, in turn, remained loyal to the store and made repeated purchases. This idyllic customer relationship disappeared as the nation grew, the population moved from the farm communities to large urban areas, the consumer became mobile, and supermarkets and department stores were established to achieve economies of scale through mass marketing (Gray & Byun, 2011).

Although prices were lower and goods more uniform in quality, the relationship between the customer and the merchant became nameless and faceless. The personal relationship between merchant and customer became a thing of the past. As a result, customers became fickle, moving to the supplier who provided the desired object at lowest cost or with the most features.

The last several years saw the rise of Customer Relationship Management (CRM) as an important business approach. Its objective is to return to the world of personal marketing. The concept itself is relatively simple. Rather than market to a mass of people or firms, market to each customer individually. In this one-to-one approach, information about a customer (for example previous purchases, needs, and wants) is used to frame offers that are more likely to be accepted.

CRM involves all of the corporate functions (marketing, manufacturing, customer services, field sales, and field service) required to contact customers directly or indirectly. The term “touch points” is used in CRM to refer to the many ways in which customers and firms interact.

2.1.3 History of CRM

Before 1993, CRM included two major markets (Financial Times, 2000,):

1. Sales Force Automation (SFA) and
2. Customer Services (CS).

1. Sales Force Automation was initially designed to support salespersons in managing their touch points and to provide them with event calendars about their customers. SFA’s meaning expanded to include opportunity management that is supporting sales methodologies and interconnection with other functions of the company such as production. Below indicates the range to sales force automation capabilities currently available.

2. Sales Force Automation Capabilities

- ✓ **Contact Management:** Maintain customer information and contact histories for existing customers. May include point in the sales cycle and in the customer’s replenishment cycle.
- ✓ **Activity Management:** Provide calendar and scheduling for individual salespeople
- ✓ **Communication Management:** Communicate via E-mail and fax
- ✓ **Forecasting:** Assist with future sales goals, targets, and projections
- ✓ **Opportunity Management:** Manage leads and potential leads for new customers
- ✓ **Order Management:** Obtain online quotes and transform inquiries into orders
- ✓ **Document Management:** Develop and retrieve standard and customizable management reports and presentation documents
- ✓ **Sales Analysis:** Analyze sales data
- ✓ **Product Configuration:** Assemble alternate product specifications and pricing

Compared to Sales Force Auto (SFA), Customer Service (CS) is an after sales activity to satisfy customers. The goal of Customer Service is to resolve internal and external customer problems quickly and effectively. By providing fast and accurate answers to customers, a company can save cost and increase customer loyalty and revenue. As shown in the box below, customer services include call center management, field service management, and help desk management.

Customer Services Capabilities

Call Center Management

- ✓ Provide automated, end-to-end call routing and tracking
- ✓ Capture customer feedback information for performance measurement, quality control, and product development

Field Service Management

- ✓ Allocate, schedule, and dispatch the right people, with the right parts, at the right time
- ✓ Log materials, expenses, and time associated with service orders
- ✓ View customer history
- ✓ Search for proven solutions

Help Desk Management

- ✓ Solve the problem by searching the existing knowledge base
- ✓ Initiate, modify, and track problem reports
- ✓ Provide updates, patches, and new versions

Today, CRM includes all customer-facing applications, including:

- ✚ Sales Force Automation (SFA),
- ✚ Customer Service (CS),
- ✚ Sales and Marketing Management (SMM), and
- ✚ Contact & Activity Management (Emerging Market Technologies, 2000).

2.1.4 Definitions of CRM

CRM is a sound business strategy that is based on the philosophy of "customer is king", i.e. Customer is put in the central place (Boris, 2012). The practices of maintaining a long-term relationship with customers are designated relationship marketing and more recently CRM. This is facilitate businesses to improve in understand the customer, retain customers through better customer experience, attract new customers, increase profitably and decrease customer management costs.

Customer relationship management (CRM) is a concept for managing a company's interactions with customers, clients, and sales prospects. It involves using technology to organize, automate,

and synchronize business processes. The objectives of CRM are to enhance profitability, income, and customer satisfaction. To attain CRM, many organizations use set of tools, technologies, and procedures to support the relationship with the customer to enhance sales. Therefore, CRM is an issue of strategic business and process rather than a technical one (Dowling, 2002).

Customer Relationship Management (CRM) is a phrase that describes how your business interacts with your customers. Most people think of CRM as a system to capture information about your customers. However, that is only part of the picture. CRM involves using technology to gather the intelligence you need to provide improved support and services to your customers. In other words, CRM is also about what you do with that information to better meet the needs of your existing customers and identify new customers, resulting in higher profits for you.

Customer Relationship Management is comprehensive approach for creating, maintaining and expanding customer relationship. It provides flawless synchronization between customer service, marketing, information technology and other customer related functions. It also integrates people, process and technology to maximize relationships with all the customers. CRM does not aim to build closer relationship with all customers, but rather recommends that businesses take initiative to identify the most valuable customers by looking for their lifetime value. CRM means building an interdependent relationship with the customer in whom each relies on the other for business solutions and successes (Barbara, 2011)

CRM is a business strategy that goes beyond increasing transaction volume. Its objectives are to increase profitability, revenue, and customer satisfaction. To achieve CRM, a companywide set of tools, technologies, and procedures promote the relationship with the customer to increase sales. (Sweeney, 2000). Thus, CRM is primarily a strategic business and process issue rather than a technical issue.

CRM consists of three components:

- ✚ customer,
- ✚ relationship, and
- ✚ management

CRM tries to achieve a ‘single integrated view of customers’ and a ‘customer centric approach’ (Roberts, 2000).

Customer: The customer is the only source of the company's present profit and future growth. However, a good customer, who provides more profit with less resource, is always scarce because customers are knowledgeable and the competition is fierce. Sometimes it is difficult to distinguish who is the real customer because the buying decision is frequently a collaborative activity among participants of the decision-making process (Wyner, 1999). Information technologies can provide the abilities to distinguish and manage customers. CRM can be thought of as a marketing approach that is based on customer information (Wyner, 1999).

Relationship: The relationship between a company and its customers involves continuous bi-directional communication and interaction. The relationship can be short-term or long-term, continuous or discrete, and repeating or one-time. Relationship can be attitudinal or behavioral. Even though customers have a positive attitude towards the company and its products, their buying behavior is highly situational (Wyner, 1999).

Management: CRM is not an activity only within a marketing department. Rather it involves continuous corporate change in culture and processes. The customer information collected is transformed into corporate knowledge that leads to activities that take advantage of the information and of market opportunities. CRM required a comprehensive change in the organization and its people.

2.1.5 Drivers for CRM Application

Reasons for adopting CRM:-

a. The business Drivers

Competition for customers is intense. From a purely economic point of view, firms learned that it is less costly to retain a customer than to find a new one. The oft-quoted statistics go something like this (Gray & Byun, 2011):

- ✓ By Pareto's Principle, it is assumed that 20% of a company's customers generate 80% of its profits.
- ✓ In industrial sales, it takes an average of 8 to 10 physical calls in person to sell a new customer, 2 to 3 calls to sell an existing customer.

- ✓ It is 5 to 10 times more expensive to acquire a new customer than obtain repeat business from an existing customer. For example, according to the Boston Consulting Group (Hildebrand, 2000), the costs to market to existing Web customers is \$6.80 compared to \$34 to acquire a new Web customers.
- ✓ A typical dissatisfied customer tells 8 to 10 people about his or her experience.
- ✓ A 5% increase in retaining existing customers translates into 25% or more increase in profitability.

In the past, the prime approach to attracting new customers was through media and mail advertising about what the firm has to offer. This advertising approach is scattershot, reaching many people including current customers and people who would never become customers. For example, the typical response rate from a general mailing is about 2%. Thus, mailing a million copies of an advertisement, on average yields only 20,000 responses.

Another driver is the change introduced by electronic commerce. Rather than the customer dealing with a salesperson either in a brick and mortar location or on the phone, in electronic commerce the customer remains in front of their computer at home or in the office. Thus, firms do not have the luxury of someone with sales skills to convince the customer. Whereas normally it takes effort for the customer to move to a competitor's physical location or dial another 1-800 number, in electronic commerce firms face an environment in which competitors are only a few clicks away.

b. Cost Goals

Major cost goals of CRM include:

- ✓ Increase revenue growth through customer satisfaction.
- ✓ Reduce costs of sales and distribution
- ✓ Minimize customer support costs

The following examples illustrate tactics to achieve these goals;

1. To increase revenue growth
 - Increase share of wallet by cross-selling
2. To increase customer satisfaction
 - Make the customer's experience so pleasant that the customer returns to you for the next purchase.

3. To reduce cost of sales and distribution
 - Target advertising to customers to increase the probability that an offer is accepted.
 - Use web applications to decrease the number of direct salespeople and distribution channels needed
 - Manage customer relationships rather than manage products (change in marketing)
4. To minimize customer support costs
 - Make information available to customer service representatives so they can answer any query
 - Automate the call center so that representatives have direct access to customer history and preferences and therefore can cross-sell

2.1.6 Benefits of CRM

CRM is about making each and every customer feel like they have a one-to-one relationship with you. Effective CRM gives you the opportunity to show your customers that:

- ✓ You know and recognize them.
- ✓ You understand them.
- ✓ You care about their needs, questions and concerns.
- ✓ You want to deliver services and products they need the most.
- ✓ You appreciate their business.

CRM will also benefit the bank by allowing to :

- ✓ Develop superior services and products that meet your customers' identified needs.
- ✓ Enhance marketing towards the most profitable customers to improve your bottom line.
- ✓ Improve efficiency by providing support and services to customers online (through frequently asked questions, for example).
- ✓ Anticipate future business needs based on data on historic sale and service trends.
- ✓ Increase customer base as the company develop new ways to engage in business online.

TABLE 2.1- The Most Important Concept Of CRM

Point of view	Description	Success requirement	concept
As a process	Improving the relationships between the seller and the buyer; this relationships must be strong and enduring.	The institution should have the ability to discover the customer's desires and to respond to them.	CRM is creating the engagement and relationships with the external parties, especially the agents and end consumers.
As a strategy	The value of the life period of the customer with the situation determines the amount and kind or resources that the organization can invest in a relationship.	The institution should assess its relationship with the customer continuously. It should assign priorities in dealing with him/her on basis of the quantitative profitability during the life period of the customer.	CRM is the investment of the companies in the customers who are expected to be valuable for the institution, and the reduction of investment in the valueless customers of the company.
As a philosophy	Customer retention can be better achieved through focusing on establishing relationships and maintaining them.	The customer should be the focus of the attention of the institution, which should be oriented towards understanding the changeable needs of the customer.	CRM is not temporary project, but a work philosophy, which aims at putting the customer in the focus of the attention of the organization.
As an ability	Profitable and long-term relationships only arise when the companies are able to customize its behavior continuously towards every customer.	The company should possess a group of tangible and intangible resource, which the company uses to flexibly remodel its behavior towards the customer continuously.	CRM means the desire and ability of the institution to custom its behavior towards every customers, on the basis of the information the customer tells and what the institution knows about that customer.
As a technology	Knowledge management and reaction represent the main resources that the institution needs to stablish profitable and long-term relationships with the customer.	The institution should be direct with the functional method, and also the users acceptance of the technology applied by the institution in order to establish the customers knowledge and reaction management.	CRM is the technology used to integrate sales systems , marketing systems and information systems to establish relationships with customers.

Source: hisham, *et al* (2011)

2.1.7 Critical Elements of CRM

Five critical elements of CRM are interaction management, relationship development, customer service quality, employees' behavior and Customer data base.

Interaction Management

According to the Brown and Gulycz (2002), if an organization willing to make a stable relationship with its customers, there are different ways to have an interaction with them including interaction along touch points and distribution channels. The main purpose is to find out how and when the customers would like to interact with the organization (Prahalad and Ramaswamy, 2001). The interaction activities should be well customized and organized through the available touch points. The touch points provide in relation to the customers' profiles developed by data gathered from the former records of the customer. Peppers and Rogers (1997) stress that the touch points must be used for distribution of different products, services and communication with the customers.

According to the works of Lindgreen *et al.* (2006) and Peppers *et al.* (1999), interaction management is implemented by a few methods such as getting customers' feedback and increase the interaction with customers by attractive ways such as using social network.

Relationship Development

According to Ford (1980), the study of relationship development primarily involves research into structures and processing of the relationship between customer and supplier. Hakansson and Snehota (1995) argue that the relationship development process concerns an interaction where connections have been developed between two parties.

The most important activity to achieve relationship development is known as monitoring of the relationship management process such as service or complaint management (Brown and Gulycz, 2002). This relationship processes include procedures, mechanisms, schedules, and activities in which the products and services have been delivered to customers (Christopher *et al.*, 1991). The key performance indicators such as rate of retention, lifetime value of the customers, and customer satisfaction should be set by the organization (Brown and Gulycz, 2002).

According to the works of Hanley (2008) and Lindgreen *et al.* (2006), relationship development can be made through commitment to convince customers that their feedback are taken seriously.

✚ Quality of Services

According to Gee *et. al.* (2008) in an attempt to understand the factors that induce customer satisfaction, the concept of service quality is increasingly common in the literature. Studies show that service quality has a positive effect on consumer satisfaction and also has a significant relationship with customer loyalty, and the profitability of the firms. According to the works of Hanley (2008), the quality of services could be implemented by a few methods such as:

- ✓ Meeting customer expectation of good service level and having many varieties of products.
- ✓ Provide good quality products with reasonable price.
- ✓ To handle the customer complains about the products and services tactfully.

✚ Behavior of the Employees

An employee that conforms with organization behavior and value is likely to strengthen the connection between the consumer and the firm. A reverse pattern of effects is to be expected when the employee act through his/her own behavior. In these cases, a consumer may think that the organization actually does not deliver the symbolic benefits that s/he had expected for and may evaluate the organization in a negative way. In other words, under circumstances such as the ones described, an employee will probably exert a strong impact on organization reputation and attitudes (Coulter, 2002). According to the works of Hanley (2008) and Coulter (2002), the effect of positive employees' behavior could be expressed by increasing speed of response to customer and ensure employees are friendly and respectful to customer.

✚ Customer data base

The important aspect in Customer database is to understand the customer in a comprehensive manner, and for that the company should maintain a proper customer database. The customer database is an organized collection of comprehensive information about individual customers or prospects that is current, accessible and actionable for such marketing purposes as lead generation, lead qualification and sale of a product or service or maintenance of customer relationships. In short customer database is the technique of gathering all the information available about the customer, leads, and prospects into a central database and using that information to drive all the marketing efforts. The information is stored in a marketing database

and can be used at both the strategic and tactical levels to drive targeted marketing efforts (Srivastava, 2012).

2.1.8 Information Technologies for CRM

CRM differs from the previous method of database marketing in that the database marketing technique tried to sell more products to the customer for less cost (Seiler and Gray 1999). The database marketing approach is highly company centric. However, customers were not kept loyal by the discount programs and the one-time promotions that were used in the database-marketing programs. Customer loyalty is, indeed, very difficult to obtain or buy. The CRM approach is customer-centric. This approach focuses on the long-term relationship with the customers by providing the customer benefits and values from the customer's point of view rather than based on what the company wants to sell.

The basic questions that CRM tries to answer are:

1. What is the benefit of the customer?
2. How can we add the customer's value?

Four basic tasks are required to achieve the basic goals of CRM. (Peppers, *et al.*, 1999)

1. Customer Identification

To serve or provide value to the customer, the company must know or identify the customer through marketing channels, transactions, and interactions overtime.

2. Customer Differentiation

Each customer has their own lifetime value from the company's point of view and each customer imposes unique demands and requirements for the company.

3. Customer Interaction

Customer demands change over time. From a CRM perspective, the customer's long-term profitability and relationship to the company is important. Therefore, the company needs to learn about the customer continually. Keeping track of customer behavior and needs is an important task of a CRM program.

4. Customization / Personalization

“Treat each customer uniquely” is the motto of the entire CRM process.

Through the personalization process, the company can increase customer loyalty. Jeff Bezos, the CEO of Amazon.com, said, “our vision is that if we have 20 million customers, then we should

have 20 million stores.” (Wheatley, 2000) The automation of personalization is being made feasible by information technologies.

IT FACTORS OF CRM

Traditional (mass) marketing doesn’t need to use information technologies extensively because there is no need to distinguish, differentiate, interact with, and customize for individual customer needs. Although some argue that IT has a small role in CRM, (Computing, 2000) each of the four key CRM tasks depends heavily on information technologies and systems. Table 2 shows this relationship for the marketing processes, for the goals, for traditional mass marketing, for CRM, and for the information technologies used in CRM.

TABLE 2.2. IT Factors in CRM

Process	Identification	Differentiation	Interaction	Customization
Goal	Identify individual customer	Evaluate customer value and needs	Build a continuing relationship	<ul style="list-style-type: none"> • Fulfill customer needs • Generate profit
Traditional Mass Marketing	Not done	Clustering	Call Center	<ul style="list-style-type: none"> • Sales • Services
CRM	Customer profiling	Individual level analysis	<ul style="list-style-type: none"> • Call center management • Auto response system 	<ul style="list-style-type: none"> • Sales automation • Marketing process automation
Information technologies	<ul style="list-style-type: none"> • Cookies • Web site personalization 	<ul style="list-style-type: none"> • Data mining • Organizational learning 	<ul style="list-style-type: none"> • Web application • <input type="checkbox"/> Wireless communication 	<ul style="list-style-type: none"> • ERP • E-Commerce

Source: hisham, *et al* (2011)

2.1.9 Customers’ satisfaction

Customer satisfaction means that customer needs, wishes and expectations are met or overcome during the product/service period, giving way to re-purchasing and customer loyalty. According to Anton (1996) customer satisfaction is the assessment of the pre-purchasing expectations from the product, with the results reached after the act of purchasing.

Customers’ satisfaction plays various important roles in the sustainability and success of business organizations. For example, customer satisfaction provides organizations with a leading

measure of customer loyalty; repurchase intentions, and advocacy for the product or organization (Grisseman & Stokburger, (2012).

Furthermore, organizations may also use customer satisfaction as a point of differentiation in competitive markets especially in promotion activities Dehgan *et al*, (2012) and Oliver (2014). Customer satisfaction also increases the lifetime value of customers as it plays a vital role in determining the amount of money generated by the customer for the business; while the costs of retaining existing customers is also lower than the cost of acquiring new customers (Sun & Kim, 2013; Sanjuq,2014; Saad, 2012).

Finally, Customer satisfaction also reduces the potential for negative word of mouth since unsatisfied customers tend to complain about their experience to other potential customers, thus harming the organizations or brand's reputation and sales Rego *et al*, (2013), Hill *et al.*, 2013; and Kaura (2013).

Today the most important thing to do about the reduced customer satisfaction is the customer-centered practices adapted to each customer's needs and values. By treating different customers in different manners, firms can achieve customer loyalty (Tarhan, 2004). Customer loyalty is the long and uninterrupted retention of the relationship by offering service that meets and even goes beyond the customer needs (Acuner, 2001).

Customers' satisfaction in the banking industry has long been considered as a determinant of business performance. Kaur *et al.* (2012) sought to investigate gap between perceived and expected levels of gratification among banking customers, using t-tests and Gap Analysis technique to analyze questionnaire data collected from bank customers. The results indicated that there is a significant chasm between the perception of gratification and the expectation of gratification among bank customers. This difference was attributed to similar differences between customer perception and customer expectations about banking service quality.

2.1.10 Dashen Bank's CRM Document review

According to Dashen Bank Customer Relationship management Policy, the bank design customer service charter that basically provide a set of corporate and personal standards, which

the bank and all of its employees to adhere and safeguard their profession and the interests of stakeholders.

As per the customer service charter (2016) the bank provide a framework for defining service delivery standards, the rights of customers, and how complaints from customers will be handled and other pointes.

1. Key principles of the bank CRM

1.1 Honesty - Being truthful, open and fair to our customers at all times

- Inform our customers of what we are going to do and how long it will take to complete the task.
- Provide complete and correct information, and in the event that we can't, explain the reasons why.
- Act in a professional and ethical manner.
- Admit when a mistake has been made.

1.2 Accountability

- All our products and services comply with relevant laws and regulations of the country as well as the bank's internal policy and procedure.
- We will explain and help customers to understand the financial benefits of our products and services that they are interested in, how they work and the risks involved.

1.3 Privacy and Confidentiality

- We will treat all the customers' personal information as private and confidential, and ensure that it shall be secure. Personal information will not be revealed unless otherwise authorized by the customers or required by the law to do so.

1.4 Responsiveness

The bank is committed to give fast and efficient customer service so that we own our esteemed customers satisfaction. The service delivery time to each operational process is stated here under:

TABLE 2. 3 Dashen Bank service delivery time standard

Process Name	Service Delivery Time (In minutes)
Account Opening Process	
1. Saving Accounts	15
2. Current Accounts	15
3. Time Deposits	15
Payment or Withdrawal Process	
1. Cash Withdrawal from Account	3
2. Account to Account Transfer	3
3. Incoming Special Clearance	3
4. Local FT Liquidation	3
5. Accepting Incoming OBC	3
6. CPO Preparation	5
7. CPO Liquidation	5
8. Foreign Currency Exchange Service	7
9. International Money Transfer Payments	5
Collection or Deposit Process	
1. Cash Deposit to Account	3
2. Own Bank Cheque Deposit	3
3. Other Bank Cheque Deposit	3
4. Local Fund Transfer Services	3
Back Office Activities	
1. New Card Issuance	5
2. Card Re Issue	5
3. Additional Account Linking	5
4. Pin Code Re Issue	5
5. Cash Loading to ATM	15
6. Mobile Banking Service Activation	10
7. Internet Banking Service Activation	10

1.5 Professionalism

- Create a culture that is customer focused and that places a high value on delivering excellent customer service.
- Treat all enquiries seriously and use them as opportunities to improve.

1.6 Respect

- Treat customers as we wish to be treated.
- Be willing to understand our customer's enquiry and give the customer our full attention.
- Give the customer our highest priority.
- Listen to our customers and try to see the situation from their point of view.
- Try to find the solution ourselves, or by ensuring that we are referring the customer to the correct supervisor.

1.7 Open Communication

- Provide all information pertinent at the first possible opportunity.
- Ensure that all information given is complete and correct, and in the event that we can't, explain the reasons why.
- Avoid the use of technical terms and jargon as much as is possible in our communications.
- Deliver our messages in a format appropriate to the circumstances.

1.8 Transparency

We will provide customers with clear, relevant and timely information to allow them an informed decision about our products and services. Where applicable, a set of Terms and Conditions relating to each banking product or service will be made readily available to with all the fees, charges, penalties and relevant interest rates, liabilities and obligations in the use of the banking product or service highlighted.

2. Customer Service Standards

- Acknowledge all customers promptly, with professional courtesy and respect, and behave in a courteous, friendly manner at all times;
- Listen to customers;
- Take responsibility;

- Tell customers what action we are taking, and wherever it is possible, we will give them an estimate of the time it will take us to attend to an issue;
- Act in a professional manner at all times;
- Keep customers informed;
- Make endeavor to be consistent and accurate at all times;
- Take complaints as a positive opportunity for improvement. If the complaint cannot be resolved immediately we will assist customers through the formal complaints procedure; and
- Admit when an error has occurred;

3. Branch operations standard

To provide unparalleled customer service and/or enhance the service quality, the following aspects will be adhered with regard to general management of branches:

- i. Providing infrastructure facilities to branches with respect to providing adequate workspace, proper furniture, drinking water facilities, sufficient lighting, clean toilets, gum for pasting cut/mutilated currency notes etc.
- ii. Providing dedicated window service to all corporate customers of the bank.
- iii. Displaying indicator boards at all the counters in English and Amharic Business posters at semi-urban and rural branches of banks should also be in the concerned regional languages
- iv. Providing customers with brochures/flyers consisting of all details of service and facilities available at the bank in English and Amharic
- v. Have identification badge displaying photo and name thereon.
- vi. Make periodic job rotations to allow staffs to have versatile exposure.
- vii. Train staffs in line with customer service orientation and train in technical areas of banking.
- viii. Rewarding best performing branches from customer service point of view by annual awards/running shield
- ix. Undertake periodical customer service audit and customer surveys

4. Communication

The bank is committed to keep our customers informed and attend customers' constructive outlook by listening to our customers' feedback and comments. Besides, staffs who are involved

in the domestic banking operation process are expected to use the following hospitality phrases to attend customers.

A. Customer Arrival

“Welcome to Dashen Bank what can I help you”

We don't get a second chance to make first impression. The first interaction with customer is all we have to make them feel at home in our Bank. This is why we should never forget to give all our guests a warm welcome no matter how tired we are. The important thing is to exude warmth and for our customers to feel that they are in a place where they belong.

B. While Processing Customer Request

Use phrases of courtesy like:

- “Please”
- “Thank you”
- “Excuse me/Pardon me”
- “I apologize I didn't hear/understand what you said”
- “Will you” rather than “You will”
- “Yes” rather than yeah
- “Sir” “Ma'am”
- “I will check and be right back”
- “Will you hold for a moment while I check on that?”
- “Thanks for waiting”

C. After Delivering the Service

Use the following phrases as the closing of the conversation with customers:”

- “We are looking forward to having you again”
- “We look forward to serve you again”
- “Thank you! Have a good Day/Evening”

The above stated phrases are defined more than just words. They articulate our passion to serve customers. They establish employees' willingness to give them the best experience we can. They are powerful expressions that can make a difference in the success of our business.

4.1 Appearance and Dressing Code

An appropriate dressing style is essential for employees at all times be it in and outside of the bank thus:

- i. Cleanness is a matter of personal concern that affects the organization as a whole. All staffs should at the same time, pay attention to this necessary ethics. However, neatness should not be constructed to mean expensive dressing. Neatness is to keep oneself as fresh as possible (constantly brushing teeth, taking care of arm pits and foot, getting shoes polished, shirts and stock washed etc...)
- ii. All male employees are required to be clean, shave and to wear neckties during working hours. Preparations have to be finalized before reporting for duties.
- iii. Female employees are not allowed to wear hot pants and clothes above the knee and other inappropriate dressings that will affect the image of the bank in the eyes of its customers and the general public.
- iv. All security guards should wear their uniform while on duty. They could wear overcoats and raincoats depending on the weather condition.
- v. All employees are not allowed to wear jeans, hats, T-shirts, sportswear, overcoat, sweaters, scarves, snickers, sandals and canvas shoes during office hours.
- vi. Hair must be clean, groomed and should be presentable to the banking standard. Those who cover their heads on religious ground are exception.
- vii. All cleaners shall wear uniforms in the working hours.

All customer service managers and branch managers are expected to monitor the way their officers are dressed to ensure that all staffs are complying with the dress code of the bank.

5. Complaint handling

The customers have the right to resolve their complaints with transparency and effectively. Accordingly, the bank avails both branch and call center based problem solving and complain handling as per the service time standard. When the staff is handling difficult situations, it is important to keep calm, not let your emotions get the better of you and learn to listen. In many ways a complaint is an opportunity - the chance to show you can put things right. The bank

believes that a customer whose complaint is successfully resolved will have a strong sense of loyalty.

The Bank's policy on complaint handling follows the under noted principles:

- a. Our customers will be treated fairly at all times.
- b. Complaints raised by our customers will be dealt with courtesy and in time.
- c. Our customers will be fully informed of avenues to escalate their complaints/ grievances within the bank and their rights to alternative remedy, if they are not fully satisfied with the response of the bank to their complaints.
- d. Our Bank will treat all complaints efficiently and fairly as they can damage the Bank's reputation and business if handled otherwise.
- e. Our employees will work in good faith and without prejudice to the interests of the customer.

Branch Managers are responsible for the resolution of the complaints/grievances in respect of the customer service by the Branch. He/she shall be in charge of ensuring closure of all complaints received at Branches. It is his/her foremost duty to see that the complaint should be resolved completely to the customer's satisfaction and if the customer is not satisfied, then he shall be provided with alternate avenues to escalate the issue if the same is not resolved within the stipulated period. If the Branch Manager feels that is not possible at his/her level to solve the problem he/she may refer the case to the respective district office.

2.2 Empirical Literature Review

Barbara, (2011) conducted study on the improving customer relationship management in the banking industry the case of Barclays Bank Ghana Limited, Banatama Branch practices. The purpose of the study was to find out what can be done to improve customer relationship management in the banking industry in Ghana with emphasis on Barclays bank Ghana Ltd. The study adopted both quantitative and qualitative methods of research. The study focused on management of Barclays Bank Ghana Ltd who are aware of Customer Relationship Management (CRM) strategies being pursued by the bank as well as customers of the bank who are aware of the Customer Relationship Management (CRM) strategies. A sample size of one hundred customers of Barclays Bank, Ghana Limited, Bantama branch and ten members of staff were drawn for the study. The researcher adopted the non- probability sampling procedure. The data was primarily attained through the administration of questionnaires to customers of the bank and

interview guides to some members of staff. The results of the study generally indicate that customers are enthused by some of the CRM strategies being implemented by the bank. However some of the strategies are not implemented well and if it is properly done, it will improve the relationship the bank has with its customers. There is the need to evaluate and monitor the current strategies being implemented by the bank in order to reap its full benefits. It will also be necessary to involve customers when introducing these strategies so that the needed impact can be realized.

Iriqat and Daqar,(2017) conducted study on The Role of Customer Relationship Management on Enhancing the Customers' Satisfaction in the Banks in Palestine. The aim of this paper was to investigate the role of customer relationship management on customers' satisfaction in the banks in Palestine. The primary data was collected from Palestinian Banking Employees. Based on the result of the study, this paper indicated two predictors: CRM system integration and Service quality explained. In addition, the study finds that there is a positive significant relationship between customer relationship management dimensions and customers satisfaction. Finally, this study recommended keeping the effective communication between CRM and the bank's customers.

2.3 Conceptual Framework

The main objective of this study is to address the impact of CRM dimensions on customers' satisfaction in Dashen Bank S.Co. It is essential for the bank to enhance and improve a strong relationship with their customers in order to deliver products and services that meet their needs and expectations in order to satisfy them. The conceptual framework in this study developed on this framework,

CRM dimensions are the key component of Customers' Satisfaction. Figure 2.1 shows that the customer satisfaction indicators of CRM and Customer satisfaction.

Assessed customer satisfaction indicators

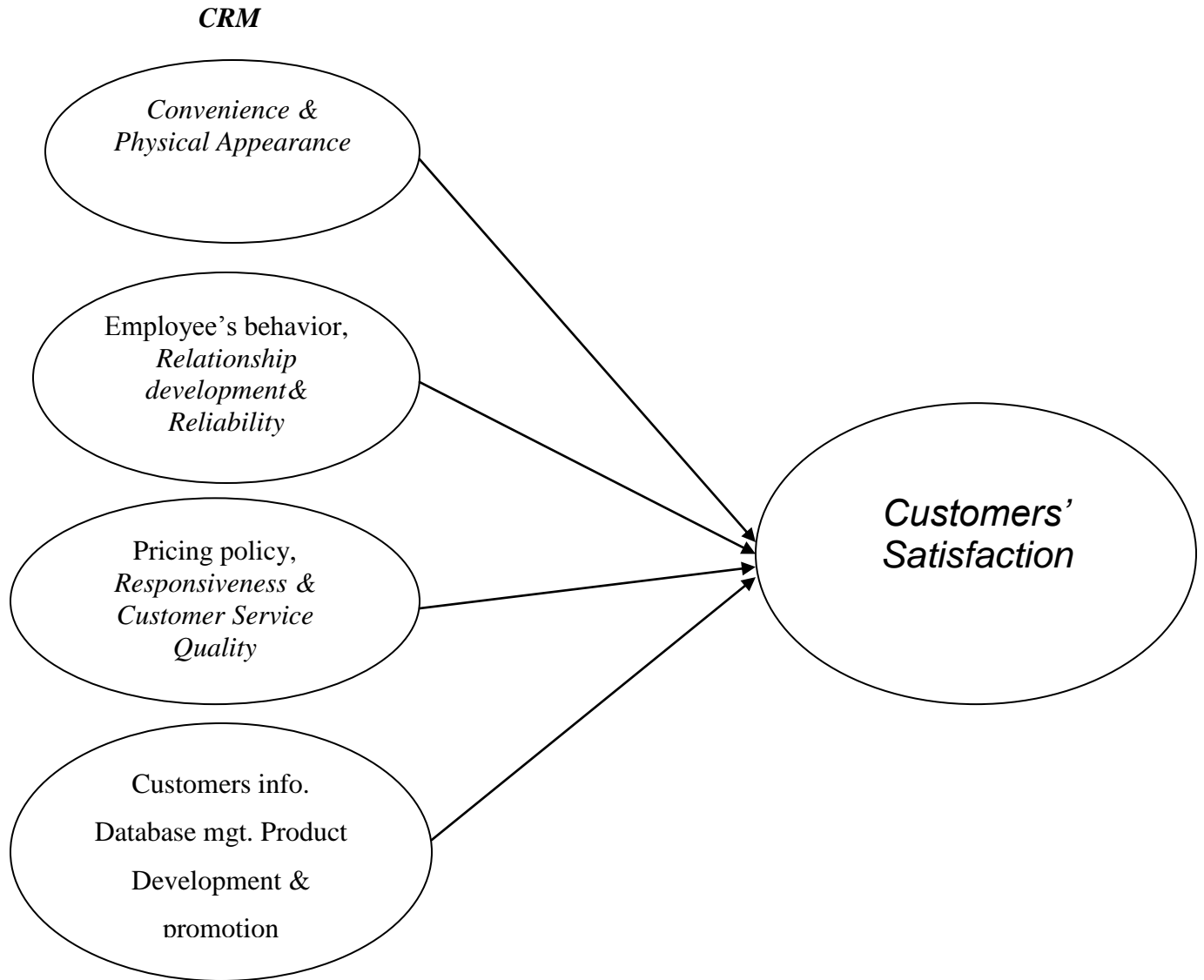


Figure 2.1 Conceptual Framework for the relationship between customer satisfaction & CRM

CHAPTER THREE

Research Methodology

This part describes the methodologies that were used in this study, It include research approach, research design; target population and sample, data source and types, data collection procedure, ethical consideration and data analysis techniques along with anappropriate justification associated with each approach.

3.1. Research Approach

There are different research methodologies that are used, depending on the type of research that are undertaken. The study problem of this research is more likely to be answered through a quantitative approach. This method enables us to understand the very nature of what we are actually looking at it. For the quantitative methodology, researcher uses the scientific method, which starts with the specific theory and hypotheses, and where researchers quantitatively measure and analyze based on established research procedures (Swanson & Holton, 2005).

3.2. Research Design

Research design is defined as a general framework of how the researcher intends to go about answering the research questions. According to Cooper and Schindler (2006) descriptive research design enables the researcher to narrate how various behaviors and events occur. In this research descriptive survey research method was employed as the researcher wants to identify and describe the correlation among the identified customer relationship management practice variables with customer satisfaction.

3.3. Population of the Study

Population refers to the target population, which is the group of units (individuals or elements) of interest for study (SAS/STAT, 2011). The population for the study was the corporate deposit customer of Dashen Bank at Addis Ababa. The number of those corporate deposit customers was 1,403 as of June 30, 2017.

3.4. Sampling Technique and Sample Size Determination

The researcher used simple random sampling technique from the population of one thousand four hundred three corporate Customers found in Addis Ababa.

During designing samples, Copper & Schindler (2008) suggested that the following should be clearly described: the target population, parameters of interest, sampling frame, appropriate sampling method and the required sample size from the target population will be taken.

The sample size for the study is determined using the formula developed by Taro Yamane (1967).

$$n = \frac{N}{1 + N * E^2}$$

Where

n - Is the sample size

N - The population size,

e - The level of precision or sampling error = (0.05)

$$\begin{aligned} n &= 1,403 / 1 + 1,403 * (0.05)^2 \\ &= \underline{\underline{311}} \end{aligned}$$

Therefore, the sample size selected from the population of 1403 customers is 311 customers.

3.5. Data Type and Source

The study relied on both primary and secondary sources of data. Primary data was collected from respondents using a structured questionnaire. Secondary data was collected from different documents of the organization.

3.6. Data Collection Instruments

3.6.1. Questionnaire

Quantitative data was gathered from the respondents using five point Likert scale questionnaires designed by the researcher for self-administration. The questionnaires were designed based on the conceptual framework and the research questions to investigate and analyze the impact of customer relationship management practices on customer satisfaction in the case of Dashen Bank S.Co. For quantitative data, the respondents were asked to indicate their level of agreement and disagreement using a five-point Likert scale (1= strongly disagree 2= disagree, 3= neutral 4=agree and 5= strongly agree).

3.6.2 Document Review

In the document review, the researcher collected the necessary information from Annual report, internal document, and website of Dashen Bank S.Co.

3.7 Data Collection Procedures

Before collecting data and the necessary information from the research participants, the researcher have got permission from the bank to conduct a research on impact of customer relationship management on customer satisfaction.

Then the researcher and the data collector have approached the respondents by introducing themselves briefly and explain the objective of the study. Finally, the researcher and the data Collector distributed questionnaires to the respondents and collected after hen the respondents finish.

3.8 Ethical Consideration

In dealing with the research process the following ethical consideration were done.

2. Informed consent:-The purpose and the importance of the study were explained for the participants of the study. Then, the respondents were informed that they have the right to participate or not in the filling the questionnaire.

3. Keeping confidentiality:-The participants were informed that any information they provide is to be kept confidentially so that they can answer and discuss

freely. The researcher used code whenever necessary for the sake of confidentiality.

4.. The procedures of the study:-Procedures should not cause confusion and harm participants. The questionnaire was prepared clearly and free from bias.

3.9 Data Analysis

After collecting and sorting the relevant data using data collection tools, quantitative responses were sorted, coded, and computed using the Statistical Package for Social Sciences (SPSS), version 20. The analyzed data was presented using tables.

3.10 Data Quality Assessment

For assuring the data that was collected is reliable, enough orientation about the data collection process was given to the data collector. In addition to that, the process of the data collection was supervised by the researcher.

CHAPTER FOUR

Findings, Interpretation and Discussion of Results

This chapter deals with data presentation, analysis and interpretation. The data are presented and analyzed based on data collected through structured questionnaires and secondary data.

4.1. Respondent's Demographic Data

In the following table, the demographic information of respondents is presented. These include gender, age, and education level and the length of relationship with the Bank.

Table 4.1 : Respondent Demographic information

variables		frequency	percentage
Gender	male	222	71%
	female	89	29%
Age	18-30 years	0	0
	31-40 years	50	16%
	41-50 years	165	53%
	Above 50 years	96	31%
Educational Level	Below high diploma level	28	9%
	Diploma	78	25%
	First Degree	109	35%
	Masters	91	29%
	Above Masters	5	2%
Length of relationship with the Bank	Less than 1 years	0	0%
	1-5 years	121	39%
	6-10 years	68	22%
	11-15 years	56	18%
	Greater than 15years	66	21%

Survey result, 2018

Gender frequency of the respondents shows that only 29% of the respondents are female while the majority 71(%) are male. Regarding their age, 53% of respondents fall between the ages of 41 to 50, 31% of respondents fall above the age of 50 years while the remaining 16% fall between the ages of 31 to 50. There are no respondent under the age of 30 years.

As the result shows here are above 2% of the respondents are above masters degree, 29% of the respondents are second degree holders.35% of the respondents are first degree holder, 29% of the respondents are diploma holders while the rest 9 % of the respondents are below diploma.

In relation with length of relationship with the Bank, 39% of the respondents have worked with the Bank more than 10 years. The rest 39% and 22% of the respondents fall between 1to 5 years and 6 to 10 years of relationship with the banking respectively .

To generalize, most of the respondents age fall between the ages of 41 to 50 years (53%) and in regards of educational level 66% of the respondents are first degree and above first degree holder.

4.2 Customer Relationship Management Practice of the Bank

The following results focused on the Customer Relationship Management practice which are grouped into Convenience & Physical Appearance, Employee's behavior, Relationship development & Reliability, Pricing policy, Responsiveness & Customer Service Quality, Customers information Database Managment, Product Development & promotion.

4.2.1 Summary of Results Convenience & Physical Appearance

Table 4.2: Convenience & Physical Appearance

Detail	N	Minimum	Maximum	Mean (X)	Std. Deviation
Dashen Bank has modern and updated infrastructure	311	3	5	4.22	.505
Dashen Bank employees are always well dressed and neat in their appearance.	311	3	5	4.14	.419
The layout of the Dashen Bank is such that it makes it easy for customers to move around.	311	3	5	4.04	.824
Dashen Bank Branches are conveniently located	311	3	5	3.98	.340
Dashen Bank has convenient opening and closing time / Working time/.	311	3	5	3.90	.639
The working area of the Dashen Bank premises are clean, and visually attractive	311	3	5	3.82	.620
Physical facilities are matching with the services offered by the Bank.	311	2	4	3.70	.566
The layout of Dashen Bank makes it easier for customers to find what they need.	311	2	4	3.66	.585
Dashen Bank ATM's are conveniently located in various areas.	311	2	5	3.20	.673
Clear departmentation is done to understand customer needs.	311	2	4	3.15	.595
Dashen Bank provides convenient parking for customers	311	2	4	2.47	.531
Aggregated Mean				3.66	

Source: Survey result, 2018

The above table indicates the range of the respondents answer is from disagree (2) to strongly agree (5). As the mean of the result shows, the majority agreed that the bank's convenience & physical appearance is good as the aggregated mean ($X= 3.66$) indicates. But Most respondents almost disagreed for the question about convenient parking space for customers ($X=2.47$), on the other hand most respondent took the bank modern and updated infrastructure as number one criterion ($X=4.22$).

Most respondents also agreed for the following questions as the mean of the respondent shown;

- a) The Dashen bank employees are always well dressed and neat in their appearance, (mean, $X= 4.14$).
- b) The layout of the Dashen bank is such that it makes it easy for customers to move around, (mean, $X = 4.04$)
- c) Dashen bank branches are conveniently located, (mean, $X= 3.98$).
- d) Dashen bank has convenient opening and closing time / working time/, (mean, $X= 3.90$).
- e) The working area of the Dashen bank premises are clean, and visually attractive, (mean, $X = 3.82$).
- f) Physical facilities are matching with the services offered by the bank, (mean, $X= 3.70$).
- g) The layout of Dashen bank makes it easier for customers to find what they need, (mean, $X = 3.66$).

But for the questions of the ATM's location conveniency and clear departmentation for the customer needs and understandings, most respondents are almost neutral as the mean shown (mean, $X= 3.2, 3.15$ respectively)

Every customer is expecting that each bank is taking into consideration the importance of convenience location and physical environment which is represented by decorations, aisles, waiting areas. Air conditioning, lightening, and other facilities that are available for customer convenience. In modern days, especially in the services industry, customers are looking for supplementary services, where the core service is intangible issue to attract and convince customers it is necessary to concentrate on physical issues which can satisfy them. As a result of their facts, physical environment of the bank is a matter of CRM through which customers can have a positive image about the bank which is caring for these issues and finally affect their satisfaction positively (Azzam, 2014)

4.2.2 Summary of Results Employee's behavior, Relationship development & Reliability

Table 4.3: Employee's behavior, Relationship development & Reliability

Details	N	Minimum	Maximum	Mean (X)	Std. Deviation
Dashen Bank employees are consistently courteous with customers	311	3	5	4.35	.729
I am assured about the facilities and services provided by Dashen bank.	311	3	5	4.21	.711
Dashen Bank cash transaction system is trustworthy	311	3	5	4.20	.668
The Bank insists on error-free transactions and records	311	3	5	4.17	.828
Dashen Bank employees gives customers individual attention	311	3	5	3.97	.460
Dashen Bank employees and management Teams are welcoming and smile to you before and after your transactions/ visit their office.	311	3	5	3.95	.364
I feel financially safe in dealing with Dashen Bank.	311	3	5	3.95	.574
When Dashen Bank promise to do something by a certain time, it does so	311	2	5	3.82	.667
When a customer has a problem, Dashen Bank shows a sincere interest in solving it.	311	2	5	3.82	.804
Dashen Bank employees and management team are never too busy to respond to customers' requests.	311	2	5	3.81	.655
Dashen Bank employees know you very well	311	2	5	3.79	1.005
Dashen Bank employees and management team visit customers periodically	311	2	4	2.34	.607
Aggregated Mean				3.86	

The above table shows that the range of the respondents answer is from disagree (2) to strongly agree (5). The overall employee's behavior, relationship development & reliability of the bank is good as the aggregated mean (3.86) indicates. However, most of the respondent almost disagreed for the criterion of the Dashen bank employees and management team periodical customer visit character (mean, $X= 2.34$).

Most respondent agreed for all the listed criterions as the mean of the respondents shown;

- a) Dashen bank employees are consistently courteous with customers, (mean, $X= 4.35$)
- b) Customers are assured about the facilities and services provided by the bank, (mean, $X= 4.21$)
- c) Dashen bank cash transaction system is trustworthy, (mean, $X= 4.20$)
- d) The Bank insists on error-free transactions and records, (mean, $X= 4.17$)
- e) employees gives customers individual attention, (mean, $X= 4.97$)
- f) Employees and management Teams are welcoming and, (mean, $X= 3.95$)
- g) Customers feel financially safe in dealing with Dashen Bank, (mean, $X= 3.95$)
- h) promise to do something by a certain time is mostly kept, (mean, $X= 3.82$)
- i) When a customer has a problem the bank shows a sincere interest in solving it, (mean, $X= 3.82$)
- j) employees and management team are never too busy to respond to customers' requests, (mean, $X= 3.81$)
- k) employees know corporate customers very well, (mean, $X= 3.79$)

An Employee that conforms with organization behavior and value is likely to strengthen the connection between the customer and the firm. Reverse pattern of effects is to be expected when the employee act through his/ her own behavior. In these cases, a consumer may think that the organization actually does not deliver the symbolic benefits that s/he had expected for and may evaluate the organization in a negative way. In order words, under circumstance such as the ones described, an employee will probably exert a strong impact on organization reputation and attitudes (Coulter 2002). According to the works of Hanley (2008) and Coulter (2002), the effect of positive employees behavior could be increasing speed of response to customer and ensure employees are friendly and respectful to customer which enhance customer satisfaction toward the services provided.

According to Ford (1980), the study of relationship development primarily involves research into structure and processing of the relationship between customer and supplier. Hakansson and Snehota (1995) argue that the relationship development process an interaction where connections have been developed between two parties. The most important activity to achieve relationship development is known as monitoring of the relationship management process such as service or complaint management (Brown and Gulycz, 2002). This relationship process include procedures, mechanisms, schedules, and activities in which the products and services have been delivered to customers (Chritopher et al., 1991). The key performance indicators such as rate of retention, life time value of the customers, and satisfaction should be set by the organization (Brown and Gulyez, 2002). According to the works of Heleny (2008) and Lindgreen *et al.*(2006), relationship development can be made through commitment to convince customers that their feedback are taken seriously.

4.2.3 Summary of Results Pricing policy, Responsiveness & Customer Service Quality

Table 4.4 : Pricing policy, Responsiveness & Customer Service Quality

Details	N	Minimum	Maximum	Mean (X)	Std. Deviation
All customers are sincerely entertained by the Dashen Bank employees.	311	3	5	4.04	.654
Dashen Bank employees gives prompt service to customers	311	3	5	4.01	.749
Dashen Bank employees is consistent in providing services.	311	3	5	3.89	.769
Dashen Bank employees and executives have the knowledge to answer customer's questions.	311	3	5	3.81	.741
Dashen Bank has sound and attractive pricing policies for investors and other Customers.(Loan Interest rate, tariffs and Various charges)	311	2	4	3.62	.640
Dashen Bank employees are always willing to help me.	311	2	5	3.50	1.155
I am satisfied with Dashen Bank's flexible rate of return and pricing policy for various products or services that meet my needs.	311	2	4	3.40	.637
Dashen Bank took effective ways to help us know its pricing policies of products and services.	311	2	4	3.43	.758
My complaints are easily and immediately handled.	311	2	5	3.28	.612
Dashen Bank employees gives follow up to customer requests well in time.	311	2	4	2.44	.815
Aggregated Mean				3.54	

Source: Survey result, 2018

The table shows that the pricing policy, responsiveness & customer service quality of Dashen bank is moderately good as the aggregated mean (3.54) indicates. Most of respondents agree on the following criteria as shown below

- a) customers are sincerely entertained by the Dashen bank employees, (mean, $X=4.04$)
- b) employees give prompt service to customers, (mean, $X=4.01$)
- c) employees are consistent in providing services, (mean, $X=3.89$)
- d) employees and executives have the knowledge to answer customer's questions, (mean, $X=3.81$)
- e) Dashen bank has sound and attractive pricing policies for investors and other Customers, (mean, $X= 3.62$)
- f) employees are always willing to help customers, (mean, $X= 3.50$)

As the mean of customers indicates most of the respondents was neutral for

- a) satisfaction about the bank's flexible rate of return and pricing policy for various products or services, (mean, $X=3.40$)
- b) the bank use effective ways to help customers to know its pricing policies of products and services, (mean, $X=3.43$)
- c) customer complaints are easily and immediately handled, (mean, $X=3.40$)

and Some respondents also disagree for the questions about employees follow up to customer requests well in time, as the mean of response indicate (mean, $X= 2.44$).

According to Gee et al (2008) in an attempt to understand the factors that induce customer satisfaction, the concept of service quality is increasingly common in the literature. Studies show that service quality has a positive effect on consumer satisfaction and also has a significant relationship with customer loyalty, and the profitability of the firms. According to the works of Hanley (2008), the quality of services could be implemented by a few methods such as: Meeting customer expectation of good service level and having many varieties of products, Provide good quality products with reasonable price, To handle the customer complains about the products and services tactfully.

4.2.4 Summary of Results Customers information Database Managment, Product Development & promotion.

Table 4.5: Customers Database management, Product Development & promotion

Details	N	Minimum	Maximum	Mean (X)	Std. Deviation
I am satisfied with the variety of services/products offered by Dashen Bank.	311	3	5	4.09	.765
I am informed about latest and forthcoming schemes offered by Dashen Bank.	311	2	4	3.58	.590
Proper information about usage and benefits of the product/services are communicated to me.	311	3	4	3.38	.485
The promotion offers from Dashen Bank provide a good value for money.	311	2	4	3.19	.825
The promotion of the Dashen Banks is attractive and can transfer the desired information to the best level	311	2	4	3.16	.922
I am easily benefited with promotional offers provided by Dashen Bank.	311	2	4	3.14	.800
Dashen Bank has ease support access like call center, website, helpdesk.	311	2	4	2.70	.681
Customers personal information's, engaged business, demands and related data are collected, recorded and communicated	311	1	3	2.42	.672
Aggregated Mean				3.21	

Source: Survey result, 2018

The table shows that the response of most respondents tending to there is no adequate strong Customers Database management, Product Development & promotion in their company ($\bar{x}=3.21$). However, the response of the majority shows that they are almost neutral to the questions about

- a) Proper information about usage and benefits of the product/services are communicated, (mean, $\bar{X}= 3.38$)
- b) the promotion offers from Dashen bank provide a good value for money, (mean, $\bar{X}= 3.19$)
- c) The promotion of the Dashen banks is attractive and can transfer the desired information to the best level, (mean, $\bar{X}= 3.16$)
- d) Customers are easily benefited with promotional offers provided by the bank, (mean, $\bar{X}= 3.14$)
- e) Dashen Bank has ease support access like call center, website, helpdesk ... , (mean, $\bar{X}= 2.70$)

For the question about Customers personal information's, engaged business, demands and related data collection, recording, processing and communicating when needed is responded disagree (mean, $\bar{X}= 2.42$).

From this category only the satisfaction criterion on the variety of services/products offered and information about latest and forthcoming schemes offered the bank respond agree (mean, $\bar{X}= 4.09, 3.58$ respectively).

The customer database is an organized collection of comprehensive information about individual customers or prospects that is current, accessible and actionable for such marketing purposes as lead generation, lead qualification and sale of a product or service or maintenance of customer relationships. In short customer database is the technique of gathering all the information available about the customer, leads, and prospects into a central database and using that information to drive all the marketing efforts. The information is stored in a marketing database and can be used at both the strategic and tactical levels to drive targeted marketing efforts (Srivastava, 2012).

4.2.5 Summary of Results CRM practice and Customer reaction

Table 4.6 : CRM practice practice and customer reaction

Details	N	Minimum	Maximum	Mean (X)	Std. Deviation
I am satisfied with the overall product range offered by Dashen Bank.	311	3	5	4.14	.701
I am willing to say positive things about the Dashen Bank.	311	3	5	4.13	.699
I intend to continue using the product and services of Dashen Bank.	312	3	5	4.10	.841
I recommend to my friends and colleagues to open their account in Dashen Bank.	311	3	5	4.08	.787
I am satisfied with the performance of Dashen Bank Employees.	311	3	5	3.95	.814
I am satisfied with Dashen Bank product I used.	311	3	5	3.95	.712
Dashen Bank CRM practice leads to improve the customer base and satisfaction.	311	3	5	3.93	.518
Performance of financial transactions is better with CRM rather than without.	311	3	5	3.90	.615
I feel Dashen Bank CRM strategies is mainly concerned with the customer interests.	311	3	5	3.79	.582
I feel secured & satisfied with CRM strategies of Dashen Bank.	311	2	5	3.69	.728
Aggregated Mean				3.97	

Source: Survey result, 2018

This categories of questioner designed to measure the respondent direct reaction to the actual CRM practice. As it is indicated in the aggregated mean in the above table ($X=3.97$), the CRM practice of the bank is good.

The majority also agreed for the criterions requested about their satisfaction of

- a) the overall product range offered by the bank (mean, $X= 4.14$)
- b) their willingness to say positive thing about the bank, (mean, $X=4.13$)
- c) their intention of continuing using the bank's product and service, (mean, $X= 4.10$)
- d) giving their recommendation to their friends to open account in Dashen Bank, (mean, $X= 4.08$)
- e) performance of Dashen Bank employees, (mean, $X= 3.95$)
- f) The satisfaction on the product currently used, (mean, $X= 3.95$)
- g) CRM practice impact to customer base & satisfaction improvement, (mean, $X= 3.93$)
- h) Customers expectation of CRM implementation and Performance of financial transactions, (mean, $X= 3.93$)
- i) CRM practice concerned about the customer interest, (mean, $X= 3.79$)
- j) and Customers feel secured and satisfied with CRM strategy of the bank, (mean, $X= 3.69$)

Enterprises product benefits of form, time, place and property that will satisfy the customers' demands through goods and service. Forming and marketing of the goods and services that satisfy the customer demands is the basis of producing benefit. (Altitas, 2000:). Whether the customer is satisfied or not depends on whether the he compares what is offered to him with his own expectations. If what is offered suits the expectations, the customer is satisfied. If what is offered is above the expectations, the customer is highly satisfied and pleased. (Kother, 2004: 36) for example, if the real performance of a product or service in a bank is below the expectations, the result is dissatisfaction, but if it equal or higher, customers satisfaction is achieved. (Kocoglu & Duygu ,2012)

CHAPTER FIVE

Summary of the Findings, Conclusion and Recommendation

5.1 Summary of the Findings

The study has investigated the impact of customer relationship management (CRM) on customer satisfaction the case Dashen bank S.Co Addis Ababa. The researcher used quantitative data for the study. The quantitative data was collected from the bank Corporate Customers using five point Likert scale. Secondary data was also collected from the organizations.

The majority of the respondents are male and from age perspective the majority are within 31 up to 40 age interval. Most of the respondents are degree holders and regarding length of relationship with the bank is one to Five years.

The impact of customer relationship management (CRM) on customer satisfaction was discussed through four independent variables that are

- i. Convenience & Physical Appearance
- ii. Employee's behavior, Relationship development & reliability
- iii. Pricing policy, Responsiveness & Customer Service Quality
- iv. Customers info. Database mgt. Product Development & promotion

The result shows that the bank Convenience & Physical Appearance is good. Most respondent agree on the bank modern and updated infrastructure, employees appearance and neatness, The layout of the bank, about convenient location of the branches & working hour, working area cleanness, visual attractiveness and how the physical facility matches with the service offered. However, there is also many respondent disagree on availability of convenient parking space and neutral on ATM's conveniently located and Clear departmentation that understand customer needs.

The result also shows that there is good Employee's behavior, Relationship development & Reliability. Most respondent agree on all the listed Employees consistent courteousness, assurance about the facilities and services provided by the bank, about trustworthiness of cash transaction system, error-free transactions and records, giving customers individual attention,

welcoming and smile face to customers, feel financially safe in dealing with Dashen Bank, promise to do something by a certain time is mostly kept, When a customer has a problem the bank shows a sincere interest in solving it, employees and management team are never too busy to respond to customers' requests, employees know corporate customers very well. nevertheless, there is also many respondent disagree on customers visit.

About Pricing policy, Responsiveness & Customer Service Quality of the bank is moderately good. Most of them agree on the following criterions; customers are sincerely entertained by the Dashen bank employees, employees gives prompt service to customers, employees is consistent in providing services, employees and executives have the knowledge to answer customer's questions, Dashen bank has sound and attractive pricing policies for investors and other Customers, employees are always willing to help customers

But there is many respondents disagree on the bank's flexible rate of return and pricing policy for various products or services, the bank use effective ways to help Customers to know its pricing policies of products and services, Customer complaints are easily and immediately handled and neutral on the customer follow up practice.

Regarding Customers information database management, Product Development & promotion of the bank respondent exceptionally neutral on the aggregate view. Most of the respondent disagree on the Customers personal information's, about engaged business, demands and related information collections, processing, updating and communicating when needed and neutral for the questions about the Proper information about usage and benefits of the product/services, The promotion offers from the bank provide a good value for money, The promotion of the bank is attractive and can transfer the desired information to the best level, customers are easily benefited with promotional offers provided by the bank, getting ease support access like call center, website, helpdesk.

On the other hand there is some respondent agree for the questions about customer satisfaction with the variety of services/products offered by the bank, whether or not informed about latest and forthcoming schemes offered by the bank.

5.2 Conclusion

This paper aims to address the assessment of customer relationship management practices the case of Dashen Bank S.Co, as the result of the study showed that the bank realizing the benefits of Customer relationship management and adopted a number of strategies to help strengthen the relationship that exist between the bank and the customers and improve the satisfaction of the customer.

Findings from the study indicated that -

- The conveniences & physical Appearance of the branches are good, especially the bank modern and updated infrastructure, employees protocol, the layout of the bank is very good.
- There is no convenient parking space for the customers in most branches.
- Employee's behavior, Relationship development & Reliability of the bank is very good and most respondents accept positively than any of other question. Especially the employees courteousness, assurance about the facilities and services provided by Dashen bank, cash transaction system trustworthiness and about error-free transactions and records are very good.
- Employees and management team customer visiting character was observed as significant weakness.
- The overall result of Pricing policy, Responsiveness & Customer Service Quality is moderately efficient in relative to the bank's other CRM practice.
- employees follow up to customer requests/complains was observed as weakness of the bank .
- The overall result of Customers Database Management, Product Development & promotion is not good.

- The bank do not implement easy customer support access like call center, supportive and updated website, helpdesk and other alternative communication channels that helps the customer in the absence of the Relationship Manager which are responsible for handling customers transactions.
- The CRM practice of the banks is very good.

5.3 Recommendation

Banking sector shows remarkable progress accompanied with stiff competition in the last two decades in the country. These days, most of the banks are adopting technological advancements that enable them to provide similar service to their customers. As such, there is no major difference among banks in the country with regard to their products and services. The major factor that differentiates one bank from the other is the quality of the service that the bank provides to its customers. Therefore, Dashen bank has to work hard to provide efficient and effective customer service management to satisfy its customers and get remarkable market share in the industry. For this, Based on the research findings and conclusions the researcher recommended the following points.

- 39% of the respondents have up to five years relationship and 61% of the respondents have less than ten years of relationship with the Bank but Dashen Bank has 23 years of age, this will registered as a result of aggressively branch explanations and or the bank prior customer relationship management strategy. Therefore, the Bank has to continue its branch expansion strategy to recruit new potential customer and as well it is important to look at the former customers and work to retain on the existing customers.
- Proper information about usage and benefits of the product/services should communicated to customers depending on the convenient means of communication.
- The bank advised to handle Customers Complaint as per the customer relationship managment charter and work to avoid any similar problems that will be incurred in the future, because customers have a high interest in dealing and solving their problems by

the banks on time and to avoid similar problems in future, so banks positive reputation is usually very important.

- ATM has very significant importance in giving Customer service all 24 X 7 at every corners of they are located. this is therefore, it is advised that ATMs should be placed in a convenient location and also it is very important to assure that it is always on function.
- Many respondents prefer to keep quiet for the criterion of “The promotion offers from Dashen bank provide a good value for money and the promotion of the Dashen banks is attractive and can transfer the desired information to the best level”. This is therefore, it is recommended that Promotions is the entire set of activities, which communicate the product, brand or service to the user. The idea is to make people aware, attract and induce to buy the product, in preference over others. Therefore, the promotion offers of Dashen bank should be attractive and can transfer the desired information to the best level and provide a good value for money.
- Dashen bank has to implement easy customer support access like call center, supportive and updated website, helpdesk and other alternative communication channels that helps the customer at the absence of the Relationship Manager which are responsible for handling customers transactions, so, the bank advised to enhance the online customer service centers, this method will keep an eye on the customers’ needs and to track his request orders, so the customer will have a feeling that the bank is following up his orders, this will establish trust channels between the customer and the banks.
- It is recommended that it will be necessary to visit customers frequently and also hold meetings with them. Such visits and meetings will offer customers the opportunity to share their problems and their individual needs can be identified and properly identified. They will also feel delighted when they are called by the bank frequently and also on special occasion such as birthdays and anniversaries.
- Absence of Convenient parking also another major problem, in as much as possible branches expected to provide and reserve parking space for customers.

- The success of CRM is directly associated with the organization's ability to capture customer information and use of information to satisfy customer need. As a bank what is important to customer service management is; use customer data base more efficiently and it helps to identify the value of market segments, to build customer relationships and segment potential market and offers differentiated products and service for the segmented market. This is therefore Dashen bank has to focus on capturing customer's information, engaged business , demands and related data collection, updating records and develop products to satisfy the customer need.

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APPENDIX

Questionnaire

Dear Respondents,

My name is Biniam H/Mariam . I am a graduate student at Addis Ababa University School of Commerce in the field of Project Management. I am conducting a research on **“The Impact of Customer Relationship Management on Customer Satisfaction: The case of Dashen Bank S.C.”** in partial fulfillment of my study.

I kindly request you to spend some minutes of your time in filling the questionnaire. I would like to assure you that any information which you provide will be kept confidential and there is no need of writing your name. Your genuine response is highly appreciated for the outcome of the project.

Please do not hesitate to contact me through my cell phone number 0911-915715 for any clarification, if required.

Thank you for your kind cooperation in filling the questionnaire!

General Instructions

Where answer options are available please tick (√) in the appropriate box for both part I and part II .

Part-1: Demographic Information

1. Gender : Female Male

2. Age (years): 18-30 31-40 41-50 above 50

3. Educational Level: Below Diploma Diploma First Degree

Masters Above Masters

4. Length of Relationship with the Bank: Less than 1 year 1 – 5 years

6 – 10 years 11 - 15 years above 16 years

Part II: Survey on Customer Relationship Management

Please tick in the appropriate box to indicate the extent to which you agree or disagree with each statement. With 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

S.No	Details	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	<i>Convenience & physical Appearance</i>					
1.1	Dashen Bank Branches are conveniently located					
1.2	Dashen Bank provides convenient parking for customers					
1.3	Dashen Bank has convenient opening and closing time / Working time/.					
1.4	The working area of the Dashen Bank premises are clean, and visually attractive.					
1.5	Dashen Bank has modern and updated infrastructure					
1.6	Physical facilities are matching with the services offered by the Bank.					
1.7	Clear departmentation is done to understand customer needs.					
1.8	The layout of Dashen Bank makes it easier for customers to find what they need.					
1.9	The layout of the Dashen Bank is such that it makes it easy for customers to move around.					
1.10	Dashen Bank ATMs are conveniently located in various areas.					
1.11	Dashen Bank employees are always well dressed and neat in their appearance.					
2	<i>Employees behavior, Relationship Development & Reliability</i>					
2.1	Dashen Bank employees and management Teams are welcoming and smile to you before and after your transactions/ visit their office.					
2.2	Dashen Bank employees and management team are never too busy to respond to customers' requests.					
2.3	Dashen Bank employees gives customers individual attention					
2.4	Dashen Bank employees are consistently courteous with customers					
2.5	Dashen Bank employees and management team visit customers periodically					

S.No	Details	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.6	Dashen Bank employees know you very well					
2.7	Dashen Bank cash transaction system is trustworthy					
2.8	I feel financially safe in dealing with Dashen Bank.					
2.9	The Bank insists on error-free transactions and records					
2.10	I am assured about the facilities and services provided by Dashen bank.					
2.11	When Dashen Bank promise to do something by a certain time, it does so					
2.12	When a customer has a problem, Dashen Bank shows a sincere interest in solving it.					
3	<i>Pricing policy, Responsiveness & Customer Service Quality</i>					
3.1	Dashen Bank has sound and attractive pricing policies for investors and other Customers.(Loan Interest rate, tariffs and Various charges)					
3.2	I am satisfied with Dashen Bank's flexible rate of return and pricing policy for various products or services that meet my needs.					
3.3	Dashen Bank took effective ways to help us know its pricing policies of products and services.					
3.4	Dashen Bank employees gives prompt service to customers					
3.5	All customers are sincerely entertained by the Dashen Bank employees.					
3.6	My complaints are easily and immediately handled.					
3.7	Dashen Bank employees and executives have the knowledge to answer customer's questions.					
3.8	Dashen Bank employees gives follow up to customer requests well in time.					
3.9	Dashen Bank employees are always willing to help me.					
3.10	Dashen Bank employees is consistent in providing services.					
4	<i>Customers Database management, Product Development & promotion</i>					
4.1	Customers personal information's, engaged business, demands and related data are collected, recorded and communicated					
4.2	Dashen Bank has ease support access like call center, website, helpdesk.					

S.No	Details	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.3	I am satisfied with the variety of services/products offered by Dashen Bank.					
4.4	Proper information about usage and benefits of the product/services are communicated to me.					
4.5	I am easily benefited with promotional offers provided by Dashen Bank.					
4.6	The promotion offers from Dashen Bank provide a good value for money.					
4.7	I am informed about latest and forthcoming schemes offered by Dashen Bank.					
4.8	The promotion of the Dashen Banks is attractive and can transfer the desired information to the best level					
5	<i>CRM practice and Customers reaction</i>					
5.1	I feel Dashen Bank CRM strategies is mainly concerned with the customer interests.					
5.2	I feel secured & satisfied with CRM strategies of Dashen Bank.					
5.3	Performance of financial transactions is better with CRM rather than without.					
5.4	Dashen Bank CRM practice leads to improve the customer base and satisfaction.					
5.5	I am satisfied with the overall product range offered by Dashen Bank.					
5.6	I am satisfied with Dashen Bank product I used.					
5.7	I am satisfied with the performance of Dashen Bank Employees.					
5.8	I intend to continue using the product and services of Dashen Bank.					
5.9	I am willing to say positive things about the Dashen Bank.					
5.10	I recommend to my friends and colleagues to open their account in Dashen Bank.					

Thank you!