IMPROVING CUSTOMER RELATIONSHIP MANAGEMENT IN THE
BANKING INDUSTRY. A CASE STUDY OF BARCLAYS BANK GHANA
LIMITED, BANTAMA BRANCH.

by

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DECLARATION

I hereby declare that this submission is my own work towards the Executive Masters of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

This work is dedicated to my mum, my sister and all those who played major role in my academic life.
ACKNOWLEDGEMENT

The successful completion of this thesis would not have been possible without the support of some people. Firstly I would like to thank the Almighty God for granting me the grace, strength and direction to conduct this study.

I also wish to express my sincere appreciation to my supervisor, Mr. Ahmed Agyapong who has steered me in the right direction and given me great support throughout the work process. His constructive criticisms and advice has really had a great impact on the output of this work.

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ABSTRACT
In today’s competitive business environment, organizations are in a constant race to increase profitability, retain current customers and gain new ones. Customer Relationship Management (CRM) is aimed at building a strong long-term relationship that keep customers coming back repeatedly.

The purpose of this thesis 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.
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<td>ATM</td>
<td>AUTOMATED TELLER MACHINE</td>
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<td>BARCLAYS BANK GHANA LIMITED</td>
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<td>CIS</td>
<td>CUSTOMER INFORMATION SYSTEMS</td>
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1.1 Background of the Study

Customer relationship management over the past years has been a topic of high interest for both academics researchers and market managers (Ul Haq et al., 2010). This could be attributed to ability of companies to compete for limited number of customers on the market. In the quest of current trend of globalize economy, competition from substitutes and from completely new offerings or bundles from industry outsiders is getting more and more fierce (Recklies, 2006). The author further asserts that since product differences are closed at an increasing speed and many companies try to win the battle for customers by price reductions, products and services tend to become commodities. Therefore customer behaviour becomes more hybrid.

Customers thus have a wider choice of often less distinguishable products and they are much better informed. For many offerings the balance of power shifts towards the customer which raises their expectations on how companies should care for them (Recklies, 2006). In such situations, the development of a strong relationship between customers and a company could likely prove to be a significant opportunity for competitive advantage (Recklies, 2006). Customer Relationship Management (CRM) thus evolves and it involves the interaction between the organization and its clients normally refer to as customers (Edelstein, n.d.). In today’s business arena, customers are prime asset for an organization and managing the customer relation is equally critical for the organizations (Ul Haq et al., 2010). The overall success of the organization is dependent upon customer satisfaction and customer satisfaction cannot be achieved without managing the customer relations (Ul Haq et al., 2010).
Customer Relationship Management (CRM) from financial institutions perspective is a sound strategy to identify the bank’s most profitable customers and prospects, and devotes time and attention to expanding account relationships with those customers through individualized marketing, repricing, discretionary decision making, and customized service—all delivered through the various sales channels that the bank uses (Semih & Ibrahim, n.d.). CRM helps companies to improve upon their profitability with their customers while at the same time making the interactions appear friendly through individualization.

CRM could also mean to retain or Increase Company’s clientele base as managers could now walk around talking to customers (Clausen, 2009). The author argues that it is a great way to create a perception that the company really cares and also to follow up to ensure that customers are happy with the service they receive. Managers that continuously mingle with the customers also have a better understanding of the customer’s perception of their company. This commitment to good customer relations by management waking around also reflects on the employees and helps strengthen the company’s resolve to maintain customer satisfaction.

The CRM is thus focused on the evaluation of the critical satisfaction dimensions and the determination of customer groups with distinctive preferences and expectations in the private bank sector (Cook & Hababou, 2001).

1.2 Problem Statement

The importance for a bank of managing the relationships with their customers is very critical in the expansion of clientele base which has a direct impact in increasing banks turnover (Semih & Ibrahim, n.d.). In some European countries, various strategies have
evolved in Customer Relationship Management (CRM) implementation. Such a key strategy is electronic banking (Semih & Ibrahim, n.d.) and this have proven successful. This technology has been transferred to our world here and to some extent has proven successful. Although evidence is not available as to evaluating the effectiveness of these e-banking programmes, we could base our argument on the proportion of customers who patronized such systems. A recent observation in the patronage of the e-banking services by customers is at the low side due to the level of Information Technology (IT) knowledge. This is evidenced in the recent removal of some automated rating machines at some Barclays Bank branches due to low patronage leading to inability to maximize the full potential of the device.

Another area of ensuring Customer Relationship Management (CRM) enhancement in Africa especially Ghana has been the 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. These and other Customer Relationship Management (CRM) techniques instituted in most of our banks is management driven with due disregards to local conditions and customers opinions. This implies that CRM strategies are always formulated and implemented by the suppliers of banking services leaving the demand (customers) side. Basic economic theory has it that in order to achieve equilibrium in every competitive market; one needs not to disregard the interaction between the supply and demand forces. Management of Barclays Bank Limited occasionally drives the formulation and implementation of CRM strategies without the involvement of its customers. Owing to this attitude of the management, customers are mostly unaware of the full packages these strategies have hence less participation.
This study therefore seeks to focus on the demand side of the banking industry where
customers view and perceptions will be solicited on how best the CRM strategies could
be improved. This is because an important aspect of customer satisfaction is their
perception as noted by Clausen (2009). If the customer perceives that a company truly
cares about their needs, they will continue to patronize services of a company. The study
seeks to look at what can be done to improve customer relationship management in the
banking industry with much emphasis on Barclays Bank Ghana Ltd, Bantama branch.

1.3 Objectives of the Study

Based on the rationale of the study, the main objective of the study is to examine the
perceptions of customers on the customer’s relationship management of Barclays bank
Ghana limited. The specific objectives to be examined are as follows:

1. To identify the CRM strategies pursued by Barclays bank, Bantama branch.
2. To determine the perception of customers about CRM strategies in Barclays bank,
   Bantama branch.
3. To know how customers’ complaints are received and treated at Barclays bank,
   Bantama branch.
4. To identify the factors that ensures good customer relationship in Barclays Bank,
   Bantama branch.

1.4 Research Questions

On the basis of the rationale outlined, the study seeks to address the following questions?

1. What CRM strategies do Barclays Bank, Bantama branch pursue?
2. What perception do customers have about the current CRM strategies in Barclays
   bank, Bantama branch?
3. How are customers’ complaints received and treated at Barclays bank, Bantama branch?

4. What are the factors that ensure good customer relationship in Barclays Bank Bantama branch?

1.5 The Scope of the Study Area.

The study was conducted about Barclays Bank Ghana Limited, Bantama branch in Kumasi. The Kumasi metropolis is hub of commercial activities in Ghana and sub region at large. In view of this vigorous economic activity in the city, it harbors almost all the important banks both commercial and rural banking in the country which Barclays Bank is amongst. Therefore the choice of Barclays Bank as the case study is not out of place since it is one of the oldest banks in the country hence a lot of customers bank with them. Since Barclays is only one bank out of the many in Ghana and the study will use both primary and secondary data sources, it was considered to be the more appropriate for this study.

1.6 Significance of the Study

Delivering superior customer value has become a matter of ongoing concern in building and sustaining competitive advantage by driving customer-relationship-management (CRM) performance (Wang et al., 2004). One method of measuring customers’ satisfaction and organizational performance is evaluating and assessing the quality of service provided by staff in an organization (Lewis & Mitchell, 1990). This assessment could be best done when customers who are the end beneficiaries of the service is involved in evaluating the quality of service. This is because customers actively and increasingly formulate their individual problems and demands for solutions in a way that
is comfortable for them (Körner & Zimmermann, 2000). These fundamental principles outlined above justify the conduct of our study since it seeks to solicit for perceptions of customers on how best CRM could be improved at the local level.

The output of this study will contribute to knowledge and literature in the subject area under investigation. The significance of this study to the researcher includes the depth of knowledge the researcher will acquire with regards to customer relationship management. It will be a useful source of reference to researchers, academia, policy makers and banking institutions. The researcher is of the view that the study will be useful to policy makers since it will serve as an input for policy formulation to regulate the banking industry. It will also be a useful guide to management and staff of Barclays bank. They will get to know the perceptions of customers on CRM strategies and what can be done to improve customer relationship management as well. To the university, the research seeks to add to the body of knowledge, as it would serve as the basis for subsequent studies in related fields.

1.7 Brief Methodology

Both qualitative and quantitative methods of research were adopted for the study. A sample size of one hundred (100) customers and ten (10) bank officials were drawn from Barclays bank, Bantama, branch. The researcher adopted the non-probability sampling procedure because of its convenience. The non-probability methods adopted by the researcher were convenience sampling and purposive sampling. The methodology adopted involved the conduct of interviews to staff members and the administration of questionnaires to customers. The researcher later analyzed the primary data acquired
using Statistical Package for Social Scientist (SPSS) to verify the validity of the information.

1.8 Limitations

A number of challenges were encountered during the conduct of the study.

- The study cannot cover the entire banking industry because of limited time constraint and this led to the selection of Barclays bank, Bantama branch Kumasi.
- It is a case study approach of one particular bank (Barclays Bank of Ghana Limited – BBGL) and will not cover other banks to reflect the entire industry response to the improvement of customer relationship management.
- The major difficulty anticipated in this research is the collection of data from customers. Respondents will be reluctant to answer the questionnaire for tight schedule. It is expected that this will affect the response rate. Hence the result will not be generalized but its findings will be placed in the relevant context of the individual bank studied.

1.9 Organization of the Study

Chapter one has presented the introduction of the study. Chapter Two provides a review of the relevant literature on customer relationship management. Chapter Three discusses the methodology of the study. This includes the socio-economic profile of the study area, theoretical framework, and data collection techniques. Chapter four presents the descriptive analysis based on the survey data followed by a discussion of the results. Chapter Five provides conclusions and policy recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing studies related to the stated objectives of the study. The issues discussed include Customer Relationship Management, Strategic Customer relationship management, Customer Relationship Management in Financial Institutions, Managing Customers Complaints, Customer Retention, Customer Satisfaction, Benefits and Barriers to Customer Relationship Management and General Consideration in developing a CRM Strategy.

2.2 What is Customer Relationship Management?

Customer Relationship Management has to do with any methods, policies, and procedures that are utilized by a company to provide a high level of customer care to existing clientele, orient new customers to the products and services offered by the business, and encourage general customer retention (www.wisegeek.com/what-is-customer-relationship-management.htm). The management is a customer-focused business strategy that dynamically integrates sales, marketing and customer care service in order to create and add value for the company and its customers (Chalmeta, 2006). Its management could be discussed from the perspective of the components; mainly customer, relationship and the management (Oduro-Senyah, Anthony, Sobotie, & Ebo, 2009). The authors go on to argue that the present profit and future growth of any company is a function of the customer. To ensure the retention of these customers, the relationship between them and company should be a continuous bi-directional
communication and interaction. This relationship involves the continuous corporate change in culture and process (Gray & Byun, 2001).

Customer Relationship Management is the establishment, development, maintenance and optimization of long-term mutually valuable relationships between consumers and the organizations. At the heart of a perfect CRM strategy is the creation of mutual value for all the parties involved in the business process. It is about creating a sustainable competitive advantage by being the best at understanding, communicating, and delivering, and developing existing customer relationships in addition to creating and keeping new customers. So the concept of product life cycle is giving way to the concept of customer life cycle focusing on the development of products and services that anticipate the future need of the existing customers and creating additional services that extend existing customer relationships beyond transactions. (http://shodhhganga.inflibnet.ac.in/btstream/1063/2350/7/07chapter%201.pdf)

Customer Relationship Management can therefore be taken as a 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.
2.3 Strategic Customer relationship management (CRM)

Customer relationship management (CRM) is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. A CRM strategy involves the entire enterprise and is employed on an ongoing basis. Despite the fact that CRM projects incur huge expenditures, a large percentage fails to achieve the stated objectives. Failure in CRM initiatives could be avoided if a firm's CRM strategies are intelligently linked with its employees, customers, channels, and IT infrastructure. Even though the relationships between IT and business strategies have been extensively explored in the IT alignment literature, prior research has not addressed how a firm's CRM strategies are aligned with its IT infrastructure (Sen & Sinha, 2010).

Strategic CRM on the other hand is conceptualized as an endogenously determined function of the organization's ability to harness and orchestrate lower-order capabilities that comprise physical assets, such as IT infrastructure, and organizational capabilities, such as human analytics (HA) and business architecture (BA). Positive and significant path had being identified to exist between a superior CRM capability and firm performance. In turn, superior CRM capability is positively associated with HA and BA. However the impact of IT infrastructure on superior CRM capability is indirect and fully mediated by HA and BA. We also find that CRM initiatives jointly emphasizing customer intimacy and cost reduction outperform those taking a less balanced approach (Coltman et al., 2011).
A strategic and successful customer relationship management focuses on understanding the needs and desires of the customers and is achieved by placing these needs at the heart of the business by integrating them with the organization's strategy, people, technology and business processes. Virtual worlds are another CRM strategy that provides companies opportunities for valuable co-creation and co-production with their customers. In order to harness this potential, companies need to design effective entry strategies for ‘Virtual Customer Relationship Management’ (VCRM). "Understanding how self-expression and collaboration work in virtual worlds can help design better customer-facing strategies (Goel & Mousavidin, 2007).

2.3.1 Developing a CRM Strategy

Planning and developing a CRM strategy is not the task of an individual but a team (Shah, 2002). The first step therefore to initiate any CRM process should be the institution of a team. The team, he continued must consist of users as well as business area experts. Hines expressed that in developing a CRM strategy; an organization should first tackle business needs to vendors/partners before investing. In any situation the customer’s priority should be “Number One”. He went further to say that the whole project should be carried out in phases and its enterprising identity be kept.

2.4 Customer Relationship Management in Financial Institutions

Today’s’ financial institutions are undergoing tremendous revolutions in its scope of work due mainly to competition and products diversification among the actors in the industry (Oduro-Senyah et al., 2009). Financial institutions are restructuring to fund only those core competencies that are key to their profitability and long-term survival. Managing relationships with their customers—especially with employees, channel
partners, and strategic alliance partners is critical to the firm's long-term success (Beckett-Camarata, Camarata, & Barker, 1998). Customer relationship management based on social exchange and equity significantly assists the firm in developing collaborative, cooperative, and profitable long-term relationships (Beckett-Camarata et al., 1998).

CRM from financial institutions perspective is a sound strategy to identify the bank’s most profitable customers and prospects, and devotes time and attention to expanding account relationships with those customers through individualized marketing, repricing, discretionary decision making, and customized service-all delivered through the various sales channels that the bank uses (Semih & Ibrahim, n.d.). The ability to identify profitable customers and then customize marketing on the basis of customer value has enabled many banks to punch above their weight in today’s competitive environment (Beckett-Camarata et al., 1998). However, the author goes on to say that the enthusiasm generated around CRM and a select concentration of “relationship winners” is in stark contrast to the nay saying by many business commentators. According to a recent study, personal and retail banking in the United Kingdom is a comic story as banks continue to offer sub-standard service despite the huge investment in CRM technology (Beckett-Camarata et al., 1998). Over a quarter of these banks (28 per cent) failed to respond to simple customer queries and more than 60 per cent of respondents felt that banks could do much more to improve customer service standards. Far from improving profits and cementing relationships, many firms across a wide range of industry sectors (that includes banks) have found themselves in the worst case scenario; where their CRM systems wind up alienating long-term customers and employees.
2.5 Managing Customers Complaints

Complaints handling is not a substitute for abdicating the responsibility for managing quality and achieving customer satisfaction. Indeed, the former and the latter are nothing but synonymous expressions and quite compatible concepts. The author argues the principle, demonstrates the points through best practice application, and produces a roadmap and an audit tool for developing a culture, which is not averse to handling complaints (Zairi, 2000). Note the fact that dissatisfied customers may not complain to the service provider, but will tell a number of people about the bad service they have received (Eccles & Durand, 1998).

However companies should always look at factors related to the development of a service recovery system to ensure that dissatisfied customers are dealt with effectively so as to ensure they receive appropriate levels of service and to maximize customer retention. Companies should consider factors such as the reasons for customer complaints, reciprocity and complaint handling and ways to instill a service recovery strategy (Eccles & Durand, 1998).

There is much empirical evidence showing that the satisfaction of complainants with a company’s response has enormous impact on the customers’ future behavior. Therefore, it becomes necessary to fully understand the construct of complaint satisfaction. Moreover, recent research provides deep insights into the determinants and consequences of complaint satisfaction (Stauss, 2002). The author looked at it from conceptual basis and identified that two dimensions of complaint satisfaction are differentiated which are outcome complaint satisfaction and process complaint satisfaction. The results of an empirical study demonstrate the effects of both dimensions on overall complaint satisfaction, relationship satisfaction and repurchase intention. Additionally, factor
analysis leads to the identification of cold fact complaint satisfaction and warm act complaint satisfaction as factors that can be interpreted as satisfaction dimensions. Obviously, complainants differentiate between those quality attributes that can be evaluated on the basis of objective facts on the one hand, and those that lead to more emotional reactions (Stauss, 2002).

In the financial circles especially in Utah, USA, banks or credit unions had been found not doing a good job of surveying customer needs or retaining customers. Similar studies also revealed that customers had stopped using a financial service provider because of poor service performance. The vast majority of that group reported that their decision was made because a bank failed to provide adequate service (Allred & Addams, 2000).

No matter how good you are, when selling either a service or a product, you are bound to get hit with some complaints. Managing customer complaints intelligently, efficiently, promptly, and pleasantly can turn a possible catastrophe into a solidly loyal customer. Here are a few tips to help you do that (7-tips-for-managing-customer-complaints):

- Never take it personally when a customer yells at you for something you both know is not your fault. He is frustrated, disappointed, and angry. If you don’t take it personally, you can control your own attitude, and that will ease the situation.
- Don’t ignore complaints, even when they are indirect and non-confrontational. When there is basis to them, it shows you a flaw in your business, shipping, or product that you may have been unaware of. When this is the case, acknowledge such to your customer.
- Keep track of complaints and review them on a regular basis. A standard form is a good idea, and everything that happens, including follow-up should be written down and dated.
• Deal the same way with phone complaints, emails, letters, and face-to-face confrontations. They are all important clues to how your business is doing.

• If a customer receives a product that is not working, you will make him much happier if he can bring it right to you and exchange it. If a new one has to be ordered, then place the order immediately, and don’t wait for him to ship it back. You will have made a friend when he gets it back just days after he has returned it!

• Always try to offer something to a dissatisfied customer (if there is any basis to his complaint). Refunds, a discount on a different model, getting it fixed, or replacing it, will renew his trust in your business.

• When nothing you do calms your customer, ask him what he would do in your shoes. Does he have a better solution? Then explain why that would/would not be feasible, or modify it to a point where both you and he feel it is fair. Thanking him for his input will make him feel important and you will win kudos.

Always remember that you don’t have a business if you cannot keep your customers. They may not always be right, but they are always entitled to courteous treatment, whether asking a question, making or returning something, or dealing with a complaint (7 Tips for Managing Customer Complaints | Business Blogs, n.d.).

Managing customer complaints is a vital, internal process influencing customer perceptions and the attitudes of your staff. Pay attention to complaints and you can improve customer satisfaction for the better (www.upyourservice.com/learning-library/customer-service-recovery/managing-customer-complaints). The page has outlined below current approaches for ensuring up-to-date complaint management system;
2.5.1. Focus on the complaint

Read the complaint with an open and appreciative mind. Complaints are an opportunity to fix problems and prevent them from re-occurring to improve customer satisfaction. Moreover identify the “value dimension” your customer is complaining about. A value dimension is that aspect of the service interaction your customer truly values, but which has been under-delivered or unfulfilled. The value dimensions are always positive, often the opposite of your customer’s complaint. For example, if they complain about slow response, the value dimension is speed. However, if they complain about rude staff, the value dimension is respect, courtesy and staff attitude.

2.5.2. Focus on the company

Connect with those inside your organization who can make improvements in the identified value dimensions. This may be people responsible for procedures, staff development and among others. Thereafter, study the complaint with your team and determine what should be changed or improved to prevent repetition. This is followed by confirming who will make the changes required to improve customer satisfaction. Be clear about who will do what and by when and track customer complaints in this value dimension over time.

2.5.3. Focus on the customer

Assess the impact of this problem on your customer. Has your customer been severely pained or is the impact minor? Is your customer cool, or hot and ready to explode? Plan the actions needed to set things right for this customer followed by expressing empathy and apologize. Move on then to give an explanation of what will be improved inside the company. Prepare specific positive actions and include a generous gesture of goodwill to
demonstrate your appreciation and improve customer satisfaction. Then contact the customer by phone, e-mail, and letter or in person. Make them feel right by agreeing on the importance of the value dimension they hold so dear. Tell them how committed you are to improving this dimension of your service and to reclaiming their full satisfaction. Further explain the specific actions you plan to take on their behalf to improve customer satisfaction and confirm whether these will be sufficient to restore your customer’s confidence and trust. After you have taken the actions, follow-through to be sure your customer is satisfied and intends to patronize you again.

2.5.4. Key Learning Point to Improve Customer Satisfaction

Most people with a complaint won’t even tell you about it. Instead, they'll walk away and tell other people: your customers, prospects and competitors - sometimes government agencies and the press. Customers who do complain are actually your best friends, your free consultants, your valued business partners. They give you the information you need to improve customer satisfaction. Be sure you treat them that way to improve customer satisfaction. (www.upyourservice.com/learning-library/customer-service_recovery / managing - customer-complaints).

2.5.5. Action Steps to Improve Customer Satisfaction

Review, revise and reinforce your complaints management policy and procedures. Make sure every upset customer becomes a happy customer. Manage positive comments, too when you receive a customer compliment and send an appreciative and informative reply. Turn your happy customers into bona fide ambassadors: eager to return, willing to stay in touch, ready to promote you with positive word-of-mouth.
2.6 Customer Retention

The ability to retain and lock in customers in the face of competition is a major concern for businesses, especially those that invest heavily in advertising and customer acquisition (Chen & Hitt, 2002). Affective commitment and loyalty programs that provide economic incentives positively to customers have been identified as customer retention tools (Verhoef, 2003a). According to the author, firms can use the same strategies to affect both customer retention and customer share development. Customer retention is driven however when the complexity of customers loyalty is fully understood (Gustafsson, Johnson, & Roos, 2005). This means that it is important to understand the evaluations, attitudes, and intentions that affect behavior of customers. Another basic strategy for customer retention is to implement a thorough means of monitoring and evaluating relationship quality over time (Zeithaml & Bitner, 2003). Gerson, (1992) explains that customers can be retained through;

1. Effective communication
2. Training
3. Customer Service Marketing
4. Recovery
5. Value Chain

2.6.1 Customer Retention through Effective Communication

Every time you interact with a customer, it is a moment of truth. Gerson, (1992) describes it as moment of truth because a chance for you or your employees to represent the
company positively and satisfy a customer. The establishment of good rapport and communication with customers will guarantee continues eagerness of customer to do business with the company and refer others.

2.6.2. Customer Retention through Training

Rightly put, Gerson, (1992) writes that untrained employees present a bad image of company. If your workers understand your product or service but cannot speak and listen to customers, you will not be in business very long. Customers who do not get the attention they think they deserve will take their business elsewhere. Some of the training programs for customer retention are customer service, team building, communication skills and sales training basics. All companies must invest in retaining customers because established customers tend to buy more, are predictable and usually cost less to service than new customers. In addition, they tend to be less price-sensitive and may provide free word – of – mouth advertising and referrals prospective customers. Furthermore, customer retention also makes it difficult for competitors to enter a market or increase their share in that market. Apart from these benefits, it however important to realize fundamentally the relationship marking stands or the quality and willingness of the people in organization who implement it.

2.6.3 Customer Retention through Customer Service Marketing

Gerson, (1992) highlighted the issue that one’s business does not have to be on a seesaw of losing customers and seeking new ones. It has to go beyond customer service by increasing customer retention and enhancing marketing efforts, all at the same time. In fact, customer retention polices double as excellent marketing approaches for one’s business. Some of these activities are top customer preference programs, personal letters,
telephone calls, customer reward and recognition programs, customer special events and among others.

2.6.4 Customer Retention through Recovery

Not all customers are happy customers. Sometimes, one has to make up for bad service or product. Gerson, (1992) explains that service recovery means actions that tell the customers that you will take care of his or her problem. Restitution is what you give your customers to compensate them for inconvenience. It is important to appreciate the fact that not all customers will be happy. Among these unhappy customers, not all of them will complain. So the customers who complain are your lucky tips. They are taking the time to help you improve your business. It is therefore your responsibility to take time to acknowledge and resolve their complaints as quickly as possible.

2.6.5 Customer Retention through Value Chain

The value chain here is the employer and the customers. A chain is only as strong as its weakest link. It pays to set up your value chain in a way that every link is strong. Gerson, (1992) stresses on the need to treat employees well, if one want its customers treated well. Employees are customers; tool recruit and train the best people with the best people attitudes. Then empower them to make decisions. Give them authority to go with their responsibility of serving the customer. Recognize and reward their accomplishments and achievements. Treat them as you would your best customers. If you serve them well, they will serve you and your customers well.

With regard to customers, Gerson, (1992) says, listen to them. Find out what they need, want and expect. Then give them everything and more, exceed their expectations, delight
them and put more value in the chain. This will make them comfortable and secure with you and they will continue to do business with you.

2.7 Customer Satisfaction

Customer satisfaction is defined as a customer’s overall evaluating of the performance of an offering to date (Gustafsson et al., 2005) and is seen as the key to a company's success and long-term competitiveness (Hennig-Thurau & Klee, 1997). The satisfaction also serves as a judgment that a product or service features, or the product or service itself, provides a pleasurable level of consumption related fulfillment (Oliver, 1997). In less technical terms (Zeithaml & Bitner, 2003) translated this definition to mean that satisfaction is the customer’s evaluation of a product or service in terms of whether that product or service has met their needs and expectations. Failure to meet the needs and expectations is assumed to result in dissatisfaction with the product or service.

This overall satisfaction has strongly impact positively on customers’ loyalty intentions across a wide range of product and service categories. As an overall estimation that is built up over time, satisfaction typically mediates the effects of product quality, service quality and price or payment equity on loyalty (Gustafsson et al., 2005). It also contains a significant effective component, which is created through repeated product or service usage (Gustafsson et al., 2005). In a service context, overall satisfaction is similar to overall evaluations of service quality. In the context of relationship marketing, customer satisfaction is often viewed as a central determinant of customer retention. However, the few empirical investigations in this area indicate that a direct relationship between these constructs is weak or even nonexistent (Hennig et al., 1997).
2.8 Benefits of Customer Relationship Management

Companies have patronized customer Relationship Management across the globe due to its benefits though it is not the only application tool but can be seen as a major success driver. Some of the benefits that a company can attain from CRM are evident in improved more cross-selling and up-selling, improved campaign management, sharper sales targeting, higher sales configuring, better channel sizing, and reduced support costs.

From a financial institution perception, the benefits of CRM can be categorized into three groups namely: Benefits for customers, benefits for employees and benefits for banks.


(i) Benefits for Customers

There is a more coordinated and professional approach to customer contact. With up-to-date customer information, banks can offer more personalized services. Customers feel empowered if they have greater access to products and services. For example 24 hours banking, targeted product and service offerings can be timed to coincide with customer events and requirements e.g., Education Loans and Tourism Loans.

(ii) Benefits for Employees

Employees are empowered with the information to deliver high quality service and meet customer expectations. Employees may have more time to serve customers, as customers will be well informed about the services of the bank.

(http://shodhhganga.inflibnet.ac.in/btstream/1063/2350/7/07chapter%201.pdf)
(iii) Benefits for Banks

Managers are empowered with information that can help them manage customer relationships and make better decisions. It results in the optimum use of resources, customer satisfaction and increased loyalty. It helps in capitalizing on short windows of opportunities in the market. A greater focus on Customer Relationship Management (CRM) is the only way the banking industry can protect its market share and boost growth. A successful CRM strategy aims at understanding the needs of the customer and integrating them with the organization’s strategy, people, technology and business process. Therefore, one of the best ways of launching a CRM initiative is to start with what the organization is doing now and working out what should be done to improve its interface with its customers. Then and only then, should it link to an IT solution. It does not happen simply by buying the software and installing it. For CRM to be truly effective, it requires a well-thought-out initiative involving strategy, people, technology, and processes. Above all, it requires the realization that the CRM philosophy of doing business should be adopted incrementally with an iterative approach to learn at every stage of development. Most widely accepted classification of Customer Relationship Management (CRM) systems includes operational, analytical, collaborative and e-CRM. While operational, collaborative, and e-CRM has received a significant interest among practitioners and scholars, but they have mostly neglected analytical CRM. The major function of analytical CRM is to support strategic customer information provision and customer knowledge acquisition to help achieve the final goal of CRM, which is to enhance customer profitability. Customer profitability is the difference between revenue and costs (http://shodhhganga.inflibnet.ac.in/bitstream/1063/2350/7/07chapter%201.pdf).
2.9 Barriers to Customer Relationship Management

Lombardo (2007) reports that in many instances, from 60% to 80% of CRM projects fail. He explained further that what these studies mean when they use the term “failure” involves reasons as late implementation of the project or an over budgeted project which makes senior executives hesitant to go in for. Again, failure would include reasons that the project delivered less functionality than originally or yet still a combination of all factors mentioned above. The “failure” may be a combination of at least two of these situations. The reasons for these failures are varied. “From management, you hear them say that they still don’t have a sense of their business. Sales people say they don’t find the system useful and end up not using it. Senior executives complain about a lack of return on their investment”.

At least 70% of all CRM projects do not achieve their goals, namely a higher customer loyalty or a bigger share of wallet (Nelson, 2002). The author explained further that this is not based on poor CRM-software or CRM-servers, but rather on the fact that IT resources have not been skillfully associated with business goals and processes to improve relationships. Gerson (n.d.) on CRM today has identified three (3) mistakes organizations make which impact negatively on their CRM strategy. Firstly when a company has No CRM value proposition. This is because a value proposition tells a client what distinguishes the company from other competitors, and why they should do business with said company. The Second mistake is Failure to match their CRM technology to the way their associates’ work. Too many CRM implementations are technology led instead of being process or performance led. The third mistake; Treating all customers alike in the company’s CRM systems actually has two parts. The first is that firms think they actually
know who their customers really are. The second is that they treat every customer the same. Myron (2003) identified the following six barriers to CRM:

Firstly, there is lack of Guidance: Nelson (2002) noted that more than 60% of companies that have implemented CRM did not have mutually agreed upon goals for their projects prior to the installation. Like a building without a bearing wall, a CRM initiative without goals will collapse.

Another barrier to CRM is integration Woes. Today there is no “killer” application that solves all integration problems. Most large-scale implementations require some customization. This may lead to problems that put vendors and consultants’ at odds with customers.

Again there is another barrier, which is no Long-Term Strategy. Believing that CRM is a technology solution is still a tremendous obstacle for far too many firms. The fact remains that CRM is a business process change, often supported by technology.

Lastly, dirty data is often overlooked. Data is the lifeblood of a CRM system, and incorrect numbers, spelling mistakes, and outdated contact information can infect that system if it is left unchecked.

- Lack of Employee Buy-In: It is natural to resist change. Top sales people may ask, for example: why should we be forced to change our working habits, when those very habits helped us become so successful?
- No Accountability: Driven by fear of the unknown, resistance also spills into the managerial level in the form of avoidance, or lack of accountability to project leaders.
CRM Guru (2005) reported on the following key barriers to implement customer equity asset management implementation programmes:

- **Limited Scope** – Many existing Customer Information System tools are very limited in scope, and do not support customer equity management.

- **Complex Technology** – Technology solutions sold by vendors have become very complex to use, expensive to maintain, and contain irrelevant information for data mining.

- **No Pertinent Data** – Most of the existing data warehouses lack information on recency, frequency, and monetary values. They also offer information that is insufficient for supporting predictive modeling and predictive scoring.

- **Extended Time to Market**: The addition of new capabilities to existing data warehouses is cost prohibitive and takes time to bring into production stage capabilities (or even to catch up with fast-changing dynamic nature of the market place).

- **Multi-Vendor Tools and Capabilities**: Over the years, many major financial organizations have developed data warehouses in-house. For example, Data Quality and Cleansing tools, Extract Transform Load (ETL) tools, database management and storage tools, data mining, and campaign management solutions from various vendors.

- **Overburdened Internal Information Technology Organization**: Information technology organizations have had to employ individuals who have specialized vendor product skill sets to support multi-vendor tools. This can increase organizational expenses significantly.

- **Lack of Integrated Capabilities**: The focus of many customer information systems (CIS) has shifted to service-only ad hoc reporting and to provide simple querying
capabilities rather than becoming an infrastructure for efficient customer equity management or for enabling some sort of Knowledge Discovery Database (KDD).

The factors above have been reported by CRM Guru, (2005).

2.10 Factors that ensure good customer relationship

When customers are satisfied with the services provided by the bank, they may feel compelled to tell friends, family members and other business associates. Customer relationship management (CRM) has been widely regarded as a process related to building and retaining customers through better interaction and service. Changes in the type of customers, their behavior and response to the product manufactured are likely to have immediate effect on the performance of a company and also have implications for decision-making relating to strategy setting for improving the relationship with customers in the future. As identified earlier, the main components of CRM are People, Technology, and process. The aim of linking the proposed success factors to the identified components of CRM is to ensure that each success factors is related genuinely to the CRM. Factors need to be defined to enhance a good customer relationship management.

Establish a customer service manual for the bank to use and train the employees in customer service principles. The overall goal of your customer service manual and the training session is to teach employees how to satisfy the customer needs and remain courteous while helping the business grow. Some of these factors to ensure better CRM are www.amp:inc&ampquot:checklisthireandtrainyourcustomerservivestaff)

- Create a complaint management system for you and your employees to follow to ensure good customer service. Listen closely to your customers when they have
issues, ask questions, identify what will satisfy the customer issues, apologize for the inconvenience and then propose a resolution. Follow up on the resolution as well to assure the customer is satisfied.

- Ask employees to answer the phone on the first ring and give them a standard greeting to use for professionalism.
- Write individual scripts for employees to follow for contacting customers. For instance, if your employees have to call customers to request payment, give them a greeting, format for reciting information about the invoice, a standard line to use when asking for the payment and closing to recite to the customer. A script will help ensure that the employee go off on a tangent or say something to offend the customer.
- Stress to your employees the importance of staying true to your word and practice that principle yourself when dealing with customers. Only make promises you can keep to avoid alienating and losing the trust of your customers.
- Record conversations if your employees have to make sales calls in the course of business. Require employees to copy you onto any email communications as well so that you can monitor the conversations to ensure good customer service.
- Survey your customers to find out what they think of your service. This will help you identify vulnerabilities at your business and work with specific employees not living up to your customer service standards.

(www.amp;inc&amp;quot:checklisthireandtrainyourcustomerservivestaff)

2.11 General Consideration in Developing a CRM Strategy

Sandall (2006) suggested a number of steps organizations could take to focus their search for the most suitable solution to their CRM development. Sandall (2006) maintained that
such a company should first analyze its business goals and objectives and look at how customer relationships are managed within that period. Such a company should also anticipate how the business would change and grow down the road. From various options, the company is to examine the short and long term fiscal implications of each solution. Companies who want to develop a CRM strategy should again compare the benefits and drawbacks of available solutions to business needs. Sandall (2006) again stated that any viable CRM solution should provide the following minimum functionality; it should support existing business processes and provide the capability to improve them. It should be easy to customize but not an extensive customization for the organization’s specific business application; it should have intuitive user interfaces; it should integrate with existing systems of the company; it should provide robust reporting, analytical, and forecasting capabilities and above all it should be both scalable and flexible.

LaValle & Scheld (2004) stated five (5) guidelines that are keys to doing CRM right. They mentioned that before a company adopts a CRM strategy, it should examine its CRM value for change, identify and prioritize its CRM value propositions and move on to design a new CRM operational blueprint. Once a blueprint has been initiated, the company should construct a transformational multi-generational roadmap and implement such solutions. The group emphasized that the whole programme should be supported through sponsorship, governance, and change management. Band et al. (2005) offers five (5) steps that companies should consider in planning and implementing a CRM strategy. They suggested the process should take about six (6) to nine (9) months.

- Understand the problem you are trying to solve: Many businesses fail to pinpoint simple customer service problems. Companies that are successful in understanding customer service problems have reaped rewards.
• Build a team that’s empowered to take on the project: Organizations will need to resist the temptation to staff the team too heavily from the IT department. Select personnel with business skills as well.

• Win executive sponsorship: CRM applications are big-ticket items. The cost for implementation is often double after the purchase of the software. Resources should always be available.

• Show how CRM will support the company’s vision

• Measure: after implementation, companies are to check and assess if the CRM systems are meeting customer needs.

Shah (2002) suggested as a general rule that the time line for planning a CRM strategy should not be more four (4) months at the most six (6) months for first phase. He identified some reference points for organizations to consider in the developing and implementing their CRM projects: companies should define their market/customer segmentation. Such an analysis should treat each segment separately if necessary. Again companies are to set both short–term and long-term goals along with the metrics to be used. They should identify key stakeholders internal as well as external and define the interactions (touch) points for the whole life cycle of the customer interaction. Companies should also make sure that each segment defines customer expectations for quality service and the expectations of the internal user. Other areas of concern that should be clearly defined include: decisions to be made, problems to be solved, questions to be answered and reports to be made; the trend and promotional analysis that are in place. Again, companies should define their data needs with timeliness, summarization, historical period, naming and formatting for the users. They should also be able to
identify the sources of data, examine data quality and the cleansing required and make sure that privacy/security constraints are clearly spelt out.

An oracle white paper on CRM in 2003 reported that before any insurance company embarks on an enterprise wide CRM strategy, they should among other things have in mind how to make CRM an enterprise wide strategic initiative? How to take ownership of customer data? How to identify a primary customer? How to develop a definitive Return On Investment (ROI) strategy? How to create a realistic budget and timeline and how to seek experienced resources?

McCabe (2005) outlined nine (9) key guidelines to follow before implementing any CRM strategy.

- Develop corporate wide CRM engagement from key stakeholders. Many CRM projects fail because critical stakeholders are not involved in setting CRM strategy, assessing requirements and selecting options. Get key sponsors involved from the get go and make sure that the individuals involved can make the financial and time commitments to ensure success.

- Envision the company’s CRM strategy. CRM is more than just software. It is also about selecting appropriate methodologies and business practices to help your business enable relationships with customers.

- Determine and prioritize CRM drivers and requirements. Even in small companies CRM decisions are often stove piped in relation to departmental needs and business problems.

- Develop a CRM roadmap. Once you have the high level vision and know which areas are likely to bring the greatest reward, develop a master plan consisting of
several smaller steps and projects that will move you toward achieving the corporate CRM vision.

- Think integration. Determine how, where and when CRM tools need to integrate with one another and with other applications.
- Do your homework and create a short list. Check out prospective vendors’ financials and customer references; eliminate any that appear shady.
- Apply the 80-20 rule in the selection process. Don’t get snowed under by competing vendors’ feature-function wars.
- Keep everyone in the loop. Once you’ve made a selection, offer flexible training options to help accommodate different schedules and learning preferences.
- Learn, adjust and evolve. Develop a mechanism to monitor use, get feedback and adapt.

CRM Guru (2005) reported that financial and insurance companies who want to succeed with their CRM strategies should first compare which products adequately support the right mix of securities, insurance, agency management, data standards, e-commerce and other typical CRM features. Again, a critical evaluation of factors that supports a methodical approach to financial and insurance markets should be initiated. This will bring about understanding of how each product supports your Internet sales analytics requirements. A careful comparison of the advantages and disadvantages of hosted solutions versus on-site CRM implementations is also encouraged.

The CRM Guru (2005) report, reiterates that to ensure successful CRM implementation, managers of CRM initiatives should obtain an executive level buy-in and commit to the project and understand the importance of their role in upholding that commitment and
communicate it downwards through the organization. The project should be organized in such a way that it is fun and rewarding. Key employees who will be using the system should be motivated with incentives to make it work. They should be involved in the early planning and implementation stages and take their feedback seriously. This will give them ownership in the project as enshrined in the CRM Guru (2005) report. It is advisable to break the entire project down into smaller manageable pieces with small milestones and all departments must coordinate to maintain a team methodology. A robust database platform is required. CRM systems collect huge amounts of data and managers are to ensure that their solution can grow and perform accordingly. It should be emphasized that every CRM system is designed around both the existing and prospective customer.
CHAPTER THREE
METHODOLOGY

3.1 Introduction
In this chapter, the methodology that was adopted in the study is discussed. It presents the study area, the design of the study, sources of data and the data collection techniques. The data collection techniques discuss the study population, pretesting, sampling procedure, data collection tool and data analysis.

3.2 Study design
In every research, there is a need for the researcher to select the appropriate research design that best fit the study. There are however two major research designs namely; qualitative and quantitative methods. Both methods were adopted in this study. Basically, quantitative methods of research focus on survey and experimental modes of investigation. It also comprises the traditional methods of conducting investigation and it involves defining the population to be covered and the sampling procedure and the use of structured questionnaire. Qualitative method on the other hand, is an enquiry process of understanding a social phenomenon holistically. This approach is best used if the purpose is to describe situations, events, and attitudes among others.

The study was a descriptive cross-sectional of only Barclays Bank customers in Bantama Branch in the Kumasi metropolis. The researcher adopted the case study approach because of the need to contact a relatively large number of respondents to obtain data. A case study method is an approach to studying a social phenomenon through a thorough analysis of an individual.
3.3 Study Population

The population is the entire group of persons that have the characteristics that interest the researcher. The total population of the study was based on the number of clients in Barclays Bank Bantama branch Kumasi. The reason for the choice of this branch is that Bantama is found in major operational zones of the bank, which suggests that majority of the customers’ bank at this branch due to its proximity. The population of the study is estimated to be over 6500 customers as the clientele base of Bantama branch and fifteen members of staff during the period of the study.

3.4 Sample and Sampling procedure

According to Catillo (2009), sampling is the process of taking a subset of subjects that is representative of the entire population. The sample must have sufficient size to warrant statistical analysis. Sampling is important because it is impossible to interview every single individual in the population. As a result of cost and time constraints to cover the entire population, it was necessary for the researcher to draw a sample size of one hundred (100) customers of the selected branch and ten members of staff for the study. Thus the sample size consists of a total of one hundred and ten. Ten staff members interviewed included branch managers, operations managers, tellers, branch processing staff, sales managers and ATM custodians in the bank.

The researcher adopted the non- probability sampling procedure because of its convenience. The non- probability method adopted by the researcher was convenience sampling and purposive sampling. Here the samples are selected at the convenience of the researcher so it allows researchers to select sampling units that are conveniently available and relevant for the study. In this case, the researcher stood in the banking hall and gave
questionnaires to customers as they entered the bank with the help of the banking hall executive.

The researcher adopted a purposive sampling method in the selection of the ten staff members. This was chosen because these people possess some vital information that can be used for the study.

3.5 Sources of data

The researcher obtained information from only primary sources for this study. In order to obtain current information about the topic, the researcher used primary data to address the objectives. There is however some challenges such as cost associated with primary data collection.

3.6 Tools for data collection

The choice of a research instrument depends on factors such as reliability, validity interpretation among others. In order to obtain current information about the phenomenon, the researcher used primary data to address the objectives. Primary data is said to be the data that the researcher collects him or herself using methods such as personal interviews and questionnaires.

3.6.1 Questionnaire

A standardized questionnaire was constructed to elicit the relevant information from the respondents. In achieving this, variables that can adequately measure and assess the perceptions of the customers about customer relationship management were used.

A questionnaire can be defined as a document containing a number of questions on a particular theme, problem or issues that are to be investigated. The questions are intended
to be answered by specified group who are deemed to have a good knowledge about the subject of investigation and capable of providing answers to the questions in the questionnaire. The questionnaire was structured into three parts, the part one dealt with the demographic characteristics of the respondents, second part considered the customers’ perceptions about the customer relationship management of Barclays bank, while the third part questions were structured to identify factors that ensure good customer relationship management in the bank. Prior to administering the questionnaire, the customers’ perceptions were obtained. Those who freely accepted to be part of the study were interviewed while those who declined were left out from the survey. Questionnaires were self-administered and the help of banking hall executives.

3.6.2 Interviews
An interview guide is a technique that is primarily used to gain an understanding of the underlying reasons and motivations for people’s attitudes, preferences or behavior. An interview guide was developed to solicit the views of some staff members of the bank.

3.7 Pre-testing
The pretesting of questionnaire consists of selecting, approaching and interviewing a small segment and then analyzing the results in light of the objectives of the study. The researcher pre-tested the questionnaire to ten respondents in order to test the validity and reliability of the questionnaire used for the study. These respondents as well as their answers were not part of the study process but were only used for testing purposes. This helped the researcher to ask respondents for new ideas or necessary corrections to improve the validity of the instrument.
The suggestions of these respondents helped the researcher to revise the questionnaire. In order to achieve the objectives of the research, the researcher excluded irrelevant questions.

3.8 Data processing and analysis

Data collected from the survey was entered into Microsoft Access 2007 database and transported to Stata version 11.0 and Statistical Package for Social Scientist (SPSS) version 18. Descriptive analysis was done and was displayed by the aid of frequency distribution tables, and bar graphs. Analysis was then made based on the findings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSES

4.1 Introduction

This chapter presents the analysis of the various responses given by the respondents engaged in the study. The components to be analyzed mainly include the socio-
demographic characteristics of sample size and their perceptions about the Customer Relationship Management.

4.2 Analysis of Interview conducted with Members of Staff

4.2.1 Background information of staff members

During the survey, selected numbers of staff members of the bank were interviewed to get in-dept knowledge of the phenomenon of the study. Ten staff members interviewed included branch managers, operations managers, tellers, branch processing staff, sales managers and ATM custodians of the bank. The people interviewed demonstrated in depth knowledge about the subject matter as a result of their roles and length of service in the bank.

4.2.2 Description of Customer Relationship Management strategies Adopted by Barclays Bank Ghana Ltd.

Customer Call Back

According to management, customer call back is a strategy put in place by the bank to confirm payment of cheques issued by customers to third parties and also to prevent fraudulent withdrawals. Here what the bank does is that when customers issue cheques to third parties or their agents, it is the bank’s strategy to contact the customer to confirm payment, before the cheque is paid. It is the policy of the bank to call current account holders of the bank who issue cheques to third parties for confirmation before payment is made. This strategy adopted by the bank is aimed at protecting customer’s account from fraudulent transactions and also to ensure that payment is made to the right person. It also reduces reputational loss and damage to the bank.
Customer Care Calls

When customers visit the bank to do business especially for the first time, they are contacted at the end of each day. This is also one of the strategies adopted by the bank to make the lives of customers much easier. The purpose of this is to find out if these customers were happy with the kind of services they were provided with. Customers who visit the bank to open account for the first time are contacted. The purpose of this is to find out if they were happy with the type of account they were provided with and also to find out their expectations from the bank. Customers who also visit the branch to transact business are called at the end of each transactional activity.

Basically, the purpose of this is to find out if employees of the bank follow the five prolonged customer service approach adopted by the bank. The standard includes: greeting the customer, apologizing for delay, smiling to the customer, offering additional help and thanking them for their custom. One most important benefit of this strategy is to ensure that customers feel welcomed when they enter the banking premises and staff also gives them the best kind of treatment they deserve.

Furthermore, occasionally customers are called and given financial advice on various investment services, which can yield higher returns. They are advised on how to invest their monies in order to yield good returns which is mostly done for large corporate customers. For corporate accounts, there is a relationship manager who manages and monitor the account in order to offer good financial advice to the customer.

The Complaint Management Process

A complaint is an expression of dissatisfaction whether justified or not about any aspect of a business. A complaint usually starts when expectations are not met or when there is
rudeness, false promise or a negative attitude. Complaints are resolved in a timely fashion, providing updates on progress. Each complaint is treated on its individual merits ensuring all aspects have been fully and fairly investigated and addressed. It is the policy of the bank that all complaints are captured and supporting information retained. The information from complaints is used to improve the products, services, operational processes and complaint handling processes.

There are two vital elements when handling complaints. Firstly, there is the need to resolve complaints in a quick, effective customer friendly way. Secondly, it is important to prevent recurrence by addressing the root cause and identifying what needs to be done to prevent it from recurring. Complaints are received through mail, letter, phone and face-to-face.

The standards and targets for complaints include these:

- All complaints should be acknowledged within 24 hours of receipt
- 90% of complaints should be resolved within 72 hours
- Customers should be notified if their complaint cannot be resolved within 72 hours.

When customers complain, it is the responsibility of the staff receiving the complaint to take ownership and ensure the complaint is resolved fairly and speedily. The complaint is then captured onto the Complaints Action Form (CAF) with the necessary details and an acknowledgement letter is issued to the customer.

The complaint is considered as resolved when the customer has been contacted and informed of the actions taken to resolve the matter and he or she is satisfied.

**Customer Visit**
Members of staff of the bank occasionally visit customers of the bank to find out how they are doing and how their business is faring. Customers who are normally visited by staff of the bank include those with business accounts, large corporate accounts as well as premier account holders. The main purpose of this is to find out the problems they might have encountered whiles doing business with the bank as well as the problems they might be facing in their businesses. This will offer the bank the opportunity to offer possible solutions to these problems. Customers are also given the opportunity to bring out their contributions with regards to what can be done to improve service delivery.

4.3 Analysis of Customer Questionnaire

4.3.1 Socio-Demographic Characteristics of respondents

Table 4.1 Gender Distribution

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>52</td>
<td>52.0</td>
</tr>
<tr>
<td>Female</td>
<td>48</td>
<td>48.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

From Table 4.1, the total number of respondents captured in the survey was one hundred people. The table also indicates that out of one hundred respondents, fifty-two (52%) of them are males and forty-eight (48%) representing females.

Table 4.2 Age Distribution

<table>
<thead>
<tr>
<th>Range</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-29</td>
<td>45</td>
<td>45.0</td>
</tr>
</tbody>
</table>
From Table 4.2, forty-five percent (45%), which represent the majority of the respondents’ ages, ranges from 18-29 years. Twenty-nine percent (29%) of the respondents’ age ranged from thirty to thirty-nine years (30-39 years) while only two percent (2%) out of the one hundred respondents was in the sixty ranges. This clearly indicates that most of the respondents are youthful and active (74%) with the minority (2%) falling in the sixty plus age group.

Table 4.3 Literacy Levels

<table>
<thead>
<tr>
<th>Levels</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Secondary</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Tertiary</td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td>Vocational</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.
The table 4.3 shows the literacy levels of the sample population. Here, out of the one hundred respondents, sixty-six percent (66%) has attained tertiary education, twenty-five percent (25%) has gained secondary level of education with the remaining eight percentage (8%) having a primary or vocational education. This implies that the literacy level of the respondents is high that is they have a high educational background. This also means that information dissemination or any innovative measures will be uncomplicated if customer relationship management are to be enhanced.

**Table 4.4 Type of Occupation**

<table>
<thead>
<tr>
<th>Occupation Type</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Self Employed</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Government Employed</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Unemployed</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Table 4.4 reveals the various type of occupation of the sample population. It shows that only six percent (6%) are unemployed with majority of ninety-four percent (94%) employed. This implies that improving the customer relationship management in the bank will go a long way to sustain their livelihood as this will encourage and increase savings.

**Figure 4.1 Type of Account**
Figure 4.1 shows the various types of account holdings of the respondents. The figure indicates that out of the one hundred respondents, 49%, 36%, 8%, 4%, 3% of them hold savings, current, foreign account, premier account and business account respectively. This implies a widespread of interest with the respect to account holdings.

4.3.2 Customer Perceptions about the CRM of Barclays Bank Ghana Limited.

Figure 4.2 Customer Satisfaction
The figure 4.2 shows the customer satisfaction of customers. Out of the one hundred respondents, seventy-eight (78%) are generally satisfied with how they are treated by the bank officials. A total percentage of twenty-two (22%) customers indicated dissatisfaction on how bank officials treat them. They attributed this to the bad attitude of some bank officials, long queues, poor customer service, among the host of others.

**Figure 4.3 Complaints Lodged**

Source: Field Survey, 2011.
54% of the respondents have ever logged a complaint whiles 46 percent (46%) of the respondents indicated they have not logged a complaint. Those who indicated that they have logged a complaint attributed it to the fact that, they have never seen an opportunity to log one.

**Table 4.5 Type of complaint**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATM retraction</td>
<td>12</td>
<td>22.22</td>
</tr>
<tr>
<td>Delayed cheque book</td>
<td>15</td>
<td>27.78</td>
</tr>
<tr>
<td>Non delivery of statement</td>
<td>7</td>
<td>12.97</td>
</tr>
<tr>
<td>Balance inconsistencies</td>
<td>8</td>
<td>14.81</td>
</tr>
<tr>
<td>Delayed loan processed</td>
<td>8</td>
<td>14.81</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>7.41</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

The Table 4.5 above indicates the type of complaint that is often logged by the respondents. A total of twenty two percent (22%) complained about ATM retraction, this happens when customers withdraw from the ATM and do not have access to cash. This problem can be attributed to system problems and failures. Customers who had their cheque book delayed were twenty eight percent (28%). A total of thirteen percent (13%) also logged a complaint about their statement not being delivered whiles fifteen percent (15%) complained about not satisfied with their balance upon enquiry. Fifteen percent (15%) also complained about the processing of their loans being delayed. A total of seven (7%) also complained about other issues like their salaries not being credited to their account on time.
Table 4.6 Satisfaction of complaint resolution

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32</td>
<td>78.05</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>21.95</td>
</tr>
<tr>
<td>Total</td>
<td>41</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Table 4.6 above shows that seventy eight percent (78%) of the respondents were satisfied with the outcome of the resolution of the complaint whiles twenty two percent (22%) were not satisfied with the outcome. Those who were not satisfied with the outcome attributed this to the fact that it took quite some time before their complaint was resolved.

Table 4.7 Care calls

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32</td>
<td>32.0</td>
</tr>
<tr>
<td>No</td>
<td>68</td>
<td>68.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Figure 4.7 above indicates the number of customers who had received a care call from the bank. A total of thirty-two (32%) percent indicated they had ever received a care call from the bank. Sixty eight percent (68%) of the respondents showed that they had not
received a care call from the bank. This implies that majority of the respondents had not been contacted by the bank to find out from them if they were delighted with the services being provided by the bank.

**Figure 4.4 Customer visits**

![Bar chart showing customer visits](chart)

Source: Field Survey, 2011.

From the survey, twenty nine percent (29%) of the respondents had been visited by staff of the bank whiles seventy one percent (71%) had not been visited by staff of the bank. This indicates that a majority of the customers have not been visited by staff of the bank.

**Figure 4.5 Frequency of visits**
Figure 4.5 indicates the frequency with which the respondents had been visited by staff of the bank. A total of fourteen percent (14%) had been visited weekly whiles twenty four percent (24%) were visited monthly and sixty two percent (62%) had been visited once in every quarter.

Table 4.8 Issuance of cheques to third parties

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>36.0</td>
</tr>
<tr>
<td>No</td>
<td>64</td>
<td>64.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.8 shows that out of a total of one hundred respondents, thirty sixty percent (36%) had issued a cheque to a third party whiles sixty four percent (64%) had not issued a cheque to a third party. From the survey, it was realized that majority of the respondent were savings account holders and did not have access to a cheque book. This accounts for the reason why majority of the respondents had not issued a cheque to another party.
Figure 4.6 Call back on cheques

![Bar chart showing call back on cheques](chart.png)

Source: Field Survey, 2011.

Figure 4.6 indicates the number of respondents who received confirmation from staff when they issued cheques to third parties. A total of sixty four percent (64%) indicated that the bank contacted them when they issued cheques to third parties before payment was made. However, thirty six percent (36%) were not contacted by the bank before the cheques were paid.

Table 4.9 Consultation when new products are introduced
From the survey, a total of thirty four percent (34%) indicated that the bank consulted them before new products were introduced. Sixty six percent (66%) however indicated that the bank had not consulted them.

Table 4.10 Mode of Consultation if yes

<table>
<thead>
<tr>
<th>Mode</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMS alert</td>
<td>16</td>
<td>47.09</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>11</td>
<td>32.35</td>
</tr>
<tr>
<td>E-mails</td>
<td>4</td>
<td>11.76</td>
</tr>
<tr>
<td>Focus Group Discussions</td>
<td>3</td>
<td>8.80</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.
Table 4.10 indicates the mode of communication the bank used to contact the respondents who were consulted by the bank when introducing new products. A total of forty seven percent (47%) were contacted through SMS alert, thirty two percent were contacted through phone calls whiles twelve percent (12%) were through E-mails and nine percent (9%) were through focus group discussions.

Figure 4.7 Preferred mode of consultation

Source: Field Survey, 2011.

54% of the respondents prefer to be consulted through SMS alerts when the bank is introducing new products as indicated by figure 4.7. Twenty-eight (28%) wish to be consulted through phone calls, 10% through e-mails and 8% through focus group discussions. This indicates that a majority of the respondents would prefer to be consulted through SMS alert when the bank is introducing new products.
Table 4.11 Warm Reception

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>77</td>
<td>77.0</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>23.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Of the 100 respondents, 77 feel welcomed whenever they visit the branch. Being the majority means the bank is up in its game in this regard. These customers could remain loyal to the bank as a result of this. However, the minority 23% needs to be drawn to be part of the majority. They could infect other customers with their bitterness and the bank could suffer its subsequent consequences.

Table 4.12 Prompt service

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>74</td>
<td>74.0</td>
</tr>
<tr>
<td>No</td>
<td>26</td>
<td>26.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

To be attended to on time means to be attended to within an appropriate short time period so that it becomes useful. It enhances convenience and breeds confidence in the bank.
74% of the respondents say they are attended to on time as against 26% who are not. It is an encouraging response but there appears to be room for improvement since a few think otherwise. Effectively, the table 4.12 shows that the bank is resourceful and that staffs have good time management skills, and respect for their customers.

Table 4.13 Treatment by staff

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>37</td>
<td>37.0</td>
</tr>
<tr>
<td>Very Good</td>
<td>25</td>
<td>25.0</td>
</tr>
<tr>
<td>Good</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>Poor</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Very poor</td>
<td>6</td>
<td>6.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

BBG operates in a very competitive environment. It is important that general treatments that are meted out to customers become prime importance to staff of the bank. It is also important to know that, if customers know they will have a very warm treatment, irrespective of the product or service, they will come. Table 4.13 shows quite a favorable response at a glance. 37% of respondents say that treatment by staff is excellent, 25% thinks it is very good and 20% thinks it is good. Nevertheless, 12% and 6% thinks the treatment by staff of the bank is poor and very poor respectively. In this competitive
environment in which BBG finds itself, the bank cannot afford to have staffs that do not give proper service to customers to warrant such unfavorable responses from customers like this. 18% thinks otherwise about the treatment they receive from staff.

Table 4.14 Understanding the needs of customers

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>17.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>45</td>
<td>45.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>6.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

One factor that contributes to good customer relationship management is, understanding the needs of customers. This would ensure that the right kind of service and products are provided for customers. From table 4.14 above, majority (51%) of respondents are of the view that the bank does not understand their needs. Impliedly, customers are not provided with the right kind of services and products. This is probably so because majority of the bank’s customers are not relationship managed thus there is limited strategies to get into personal contact with customers to identify their needs.
Table 4.15 Provision of efficient services

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>11.0</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>47.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>14</td>
<td>14.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>23.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011

The ability to provide efficient services in the banking industry plays a critical role in ensuring good customer relationship management. From table 4.15 above, majority of the respondents, representing 58% were of the view that the bank provides them with efficient services. To these people, the call back on cheques, care calls and other strategies implemented by the bank helps them to better manage their finances. However, 28 out of the 100 respondents were not so much enthused about the services they receive from the bank. This implies therefore that, the bank needs to evaluate its CRM strategies to enable it have the intended impact on customers.
One principle in the banking industry is treating customers fairly, thus treating customers as individuals. This makes customers feel important and valued. With regards to offering personalized services, majority of the respondents representing 60% agree to the assertion that they receive personalized services from the bank. This has the potential of improving customer relationship with customers of the bank. That notwithstanding, 24 of the respondents remained uncertain while 16 out of the 100 respondents disagree to the view. This implies that the bank still needs to do more with regards to providing personalized services to its numerous customers to ensure and improve on customer relationship.
Table 4.17 Branch Proximity

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>9.0</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>13.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>27</td>
<td>27.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>39</td>
<td>39.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Table 4.17 portray responses on branch proximity revealed that 9% of the customers interviewed strongly belief that Barclay’s branches are closer to them. 13% also affirm that the bank’s branches are closer to their vicinities. 27% are uncertain where as 39% and 12 % respectively disagree and strongly disagrees to that effect. Even though some customers believe that the bank has done its bit to bring banking closer to them, majority of the respondent are still not satisfied with the bank’s fronting effort.
Table 4.18 Efficiency and Reliability of ATM

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>24</td>
<td>24.0</td>
</tr>
<tr>
<td>Agree</td>
<td>47</td>
<td>47.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>18</td>
<td>18.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>8.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>3.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

Responses from table 4.18 depict that 24% of the people interviewed strongly agree that Barclays ATM are efficient and reliable. 47% agrees, 18% are uncertain whereas 8% disagrees. Only 3% of the respondents strongly disagree that the bank’s ATM are inefficient. Customers are highly satisfied with the efficiency of the bank’s ATMs.

Table 4.19 Opportunity to complain

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>32</td>
<td>32.0</td>
</tr>
<tr>
<td>Agree</td>
<td>49</td>
<td>49.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>11</td>
<td>11.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>3.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.
Assessing whether customers have the opportunity to make their complaints heard by management the following responses were obtained: 32% strongly agreed that there are opportunities to lodge complaints. 49% also agrees, 11% are uncertain with 5% who disagrees. The remaining 3% of the respondents strongly disagree having opportunities to make their complaints heard. The analysis highlighted above shows that there are laid down procedures to receive and handle customer complaints since they serve as feedback mechanism to proactively serve the client.

Table 4.20 Ability to resolve complaints

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>29</td>
<td>29.0</td>
</tr>
<tr>
<td>Agree</td>
<td>37</td>
<td>37.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>19</td>
<td>19.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>3.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

The table above demonstrates whether Barclays is able to resolve complaints among customers. The analysis revealed that 29% of the respondents strongly agreed that they do business with the bank simply because they are able to resolve conflicts. 37% also agree to the fact that conflicts are easily resolved by the bank. 19% of the customers were indifferent whether the bank has complaints resolution abilities. 12% as well as 3%
respectively disagree and strongly disagree to that fact. It can however be concluded that most customers deal with Barclays because of its compliant resolution abilities.
CHAPTER FIVE
SUMMARY OF RESEARCH FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction
This chapter is devoted to the summary of findings, recommendations and conclusion of the research study. This chapter attempts to draw policy intervention or implications for the problem. The findings are grouped under the objectives formulated for the conduct of the special study. Conclusions are the researcher's opinions depending on the outcome from the data analyzed as per the objectives of the study.

5.2 Major Findings
5.2.1 Customer Relationship Management Strategies Adopted by the Bank.
It was found out from the survey that the bank after realizing the benefits of Customer relationship has in the past adopted a number of strategies to help strengthen the relationship that exist between the bank and the customers. The ten members of staff interviewed showed an in dept knowledge of the CRM strategies. As explained in the previous chapter, CRM strategies that are being implemented by the bank are customer care calls, customer callbacks, complaint management, customer visit.

Staff indicated that in order to improve CRM of the bank, there is the need to build a strong relationship with them. This according to them requires a concerted effort from all stakeholders involved. Everyone needs to be involved in the whole process in order to improve service delivery. All staff members interviewed were of the conviction that the introduction of these CRM strategies has really improved the relationship the bank has with its customers. It has also helped to reduce fraud, losses by the bank and has
enhanced the bank’s reputation. To maintain customer loyalty, there is the need to build a good relationship with customers of the bank.

Moreover, the study showed that there were incidences of poor human relationship between customers and some staff members. There should therefore be a conscious effort by all staff to change their bad attitudes. This also revealed that the five prolonged customer service approach adopted by the bank are not followed fully. The standard includes: greeting the customer, apologizing for delay, smiling to the customer, offer of additional help and thanking them or their custom. Responses gathered from staff indicated that most customers facing staff has a really bad attitude. This however hinders the process being adopted by the bank to improve its relationship with customers of the bank. There is therefore the need for such people to change their attitudes to enhance good customer relationship.

5.2.2 The Perceptions of Customers on Customer Relationship Management

Strategies of the Bank

Findings from the study indicated that, 78% responded positively with how they were treated by staff of the bank. However 22% of the respondents were dissatisfied. This implies that a majority of the respondents were delighted with how they were treated by staff at Bantama branch. Results from the study also indicated that 54% of the respondents were aware of the opportunity made available to log a complaint and had ever logged a complaint. However, 46% had not logged a complaint before. These respondents believe they have never seen such an opportunity to log a complaint. Even though they had issues that had to resolved by the bank, they did not see an opportunity to let them out. Again 78% of those who had logged a complaint were satisfied with the
outcome of the results, whiles 22% were dissatisfied with the outcome. This indicates that majority of the customers believe that the bank has instituted a good complaint management system in place which ensures prompt resolution.

Customers perceived the call back on cheques to be a very effective CRM strategy being instituted by the bank because it helps to protect their account from fraudsters. They believe it is a step in the right direction since it helps to reduce losses made by them and the bank. Furthermore, CRM strategies which are not being implemented well by the bank include, customer care calls and customer visits. The analysis revealed that more than 60% had not been visited by staff of the bank. Again only 32% had received care calls from the bank indicating that this strategy is not being adhered to. Another area, which customers believe the bank is not doing well is that, the bank does not consult customers when new products are being introduced. Impliedly, there is much to be done by the bank to ensure that these strategies are properly implemented.

It was gathered from the survey that there is a system already in place that manages the complaints of clients. It is on paper that complaints are resolved in a timely fashion and are treated on its individual merits ensuring all aspects have been fully and fairly investigated and addressed. According to the data gathered, thirty- four percent of the customers were unsatisfied with the outcome of complaints lodged. They attributed this to the poor management of their complaints. These complaints were not addressed on time as scheduled and those that were resolved were not communicated back to them.
5.2.3 Factors that ensure Good Customer Relationship Management

The analysis revealed that one important factor that will ensure good customer relationship management is, understanding the needs of customers. This will ensure that customer needs are properly identified and thus the right kind of products and services are provided by the bank to suit their needs. The study revealed that most customers are not relationship managed and thus their needs are not properly identified in order to suit these needs.

Again one factor that ensures good customer relationship is when customers have the opportunity to express their dissatisfaction about services being provided by the bank. Customers become even more loyal to the organization when their complaints are promptly resolved. Findings from the study revealed that majority of the respondents believe that Barclays Bank has instituted a well laid down complaint management system. From the study, other factors that ensure good relationship management are care calls and customer visits by bank staff. This however has not been properly implemented by the bank. From the study it was realized that just a few of the customers had either received a care call or had been visited by bank staff.

5.3 Conclusion

Finally it can be concluded that majority of the customers perceived that the CRM strategies adopted by the bank like care calls and customer visits are not being implemented well. However they are however enthused by such strategies as call back on cheques and the complaint management process adopted by the bank. There should be conscious effort in involving customers when introducing CRM strategies in order to have the needed impact.
Improving customer relationship management helps to improve customer satisfaction levels, retain existing customers and results in increased customer loyalty. The ultimate aim of CRM is to increase profitability and this can be achieved mainly by providing better services to customers.

5.4 Recommendations

There is the need to constantly monitor and evaluate the current CRM strategies of the bank. It is necessary to constantly monitor, review and evaluate the current CRM strategies being adopted by the bank. After introducing the strategy, it is necessary to monitor to see if it is making the impact it is supposed to make. This will also ensure the sustainability of the strategies. This will provide the bank with constructive feedback with regards to the CRM strategies in order for it to realize its maximum benefits.

It is also very important to involve customers before introducing these CRM strategies in order to realize its maximum benefits. Customers should be consulted before introducing these strategies since they are the reason why it is being implemented. This will make the customers know how much they are needed by the bank and if this call for participation, a larger percentage will get involved as they will want to contribute to the decision making process.

Again, there should be an attitudinal change by all members of staff. There should be a conscious effort by all staff to change their bad attitudes. This can be done by training staff on customer service skills and also equip them with product knowledge.

To ensure this, the bank should put measures in place to motivate staff on performance. There should be incentives in place to put staff on their toes to deliver better services to
loyal customers. This can go a long way to improve the relationship that exists between individual staff and customers.

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.
REFERENCES


APPENDICES
APPENDIX A

INTERVIEW GUIDE FOR MANAGEMENT

Dear Sir/Madam,

You have been selected to be interviewed for the study of “Improving customer relationship management in the banking industry. A case study of Barclays Bank Ghana Ltd, Bantama Branch.” You are assured that any information you provide is solely meant for the research. Your response to the questions will be kept confidential.

1. What is your position or role in the bank?

2. How long have you been with the bank?

3. What is your understanding of CRM strategies?

4. What CRM strategies are being implemented by the bank?

5. How are complaints received and treated?

6. What can be done to improve customer relationship management at Barclays Bank?
APPENDIX B

QUESTIONNAIRE FOR CUSTOMERS

A Questionnaire for Improving the Customer Relationship Management of Barclays Bank Ghana Limited, Bantama Branch.

This study is in partial fulfillment of a Masters Degree in Business Administration at the Kwame Nkrumah University of Science and Technology.

<table>
<thead>
<tr>
<th>No.</th>
<th>QUESTION</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Today’s Date(dd/mm/yyyy)</td>
<td>___ <em><strong>/</strong></em> ___/ 2011</td>
</tr>
</tbody>
</table>

**PART I: SOCIO-DEMOGRAPHIC CHARACTERISTICS**

1. Sex
   1= Male
   2= Female

2. Age
   1= 18-29
   2= 30-39
   3= 40-49
   4= 50-59
   5= 60+

3. What is your level of education?
   1= Primary level
   2= Secondary level
   3= Tertiary level
   4= Vocational / Technical level

4. Which of the following best describe your
   1= Student
| Occupation? | 2 = Self employed  
|            | 3 = Government employed  
|            | 4 = Unemployed  
|            | 5 = Other, please specify  
| 5. Which of the following best describe your account? | 1 = Current account  
|            | 2 = Savings account  
|            | 3 = Foreign account  
|            | 4 = Premier account  
|            | 5 = Business solution  
|            | 6 = Other; please specify:  

**PART II: CUSTOMERS PERCEPTIONS ABOUT the CRM of BARCLAYS BANK**

| 6. Are you satisfied with how customers are treated by bank officials? | 1 = Yes  
|                                                                       | 2 = No  
| 7. Please give reason for your answer |   
| 8. Have you ever lodged a complaint before? | 1 = Yes  
|                                           | 2 = No  
| 9. What type of complaint did you log? | 1 = Atm retraction  
|                                         | 2 = Delayed cheque book  


<p>| | | |</p>
<table>
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<th></th>
<th></th>
<th></th>
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</thead>
</table>
| 10. | How long did it take for your complaint to be resolved? | 1= Promptly  
2= Fairly  
3= Delayed |
| 11. | Were you satisfied with the outcome? | 1= Yes  
2= No |
| 12. | Are you aware of the services the ATM offers? | 1= Yes  
2= No |
| 13. | Can you say the ATMs at Barclays Bank, Bantama are reliable? | 1= Yes, Strongly agree  
2= No  
3= No comment |
| 14. | Have you ever issued a cheque to a third party before? | 1= Yes  
2= No |
| 15. | Did you receive a call from staff for confirmation before payment was made? | 1= Yes  
2= No |
| 16. | Have you ever received a care call from Barclays Bank before? | 1= Yes  
2= No |
<p>| 17. | Does the bank consult you when | 1= Yes |</p>
<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introducing new products?</td>
<td>2 = No</td>
</tr>
<tr>
<td>If yes how were you consulted?</td>
<td>1 = Sms Alert</td>
</tr>
<tr>
<td></td>
<td>2 = Phone Calls</td>
</tr>
<tr>
<td></td>
<td>3 = E-mails</td>
</tr>
<tr>
<td></td>
<td>4 = Focus group discussions</td>
</tr>
<tr>
<td>17i. How do you wish to be consulted by the bank when introducing new products?</td>
<td>1 = SMS Alert</td>
</tr>
<tr>
<td></td>
<td>2 = Phone calls</td>
</tr>
<tr>
<td></td>
<td>3 = E-mails</td>
</tr>
<tr>
<td></td>
<td>4 = Focus group discussion</td>
</tr>
<tr>
<td>18. Do you feel welcome when you visit any Barclays Bank Branch?</td>
<td>1 = Yes</td>
</tr>
<tr>
<td></td>
<td>2 = No</td>
</tr>
<tr>
<td>19. Are you attended to on time when you come to this branch to transact business?</td>
<td>1 = Yes</td>
</tr>
<tr>
<td></td>
<td>2 = No</td>
</tr>
<tr>
<td>20. Do staff of the bank smile to you before and after your transactions?</td>
<td>1 = Yes</td>
</tr>
<tr>
<td></td>
<td>2 = No</td>
</tr>
<tr>
<td>21. How are you treated by the bank staff?</td>
<td>1 = Excellent</td>
</tr>
<tr>
<td></td>
<td>2 = Very Good</td>
</tr>
<tr>
<td></td>
<td>3 = Good</td>
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<td></td>
<td>4 = Poor</td>
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<td></td>
<td>5 = Very Poor</td>
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<td></td>
<td>Question</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>22.</td>
<td>Have you ever been visited by a bank staff before?</td>
</tr>
<tr>
<td>23.</td>
<td>If yes how often?</td>
</tr>
</tbody>
</table>
**PART III:** This part seeks to assess the reasons customers choose to do business with the bank. When completing this section, please indicate how the following statements apply to you.

* I chose Barclays because

<table>
<thead>
<tr>
<th>Details</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>24. It offers high rate of interest on deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. It offers lower rate of interest on loans</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>26. Understands my needs</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>27. Provides efficient service</td>
<td></td>
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<td></td>
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<td>28. Offers Prompt cashing/shorter Queue time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>29. Personalizes service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. Community minded/Socially responsible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>31. Branch proximity</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>32. ATMs is very efficient and reliable</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>33. Opportunity to complain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34. Ability to resolve complaints on schedule</td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>