

THE IMPACT OF IMPLEMENTING CUSTOMER RELATIONSHIP MANAGEMENT IN UMNIAH MOBILE COMPANY JORDAN

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ABSTRACT

This paper has been devoted to an important perception which has dominated the business world in recent years known as Customer Relationship Management (CRM) and its implementation. Customer Relationship Management (CRM) is the new competitive weapon for organisations in the developed nations. Many organizations are focusing on conquering the minds of customers, to make them loyal brand followers, as well as satisfying their individual needs with the help of sophisticated CRM systems. Globalisation is the new era. Telecom industries are the recent cults, each one of them looking to gain the largest customer base. The telecom service providers are expected to struggle with complex issues of modern technologies, and value added services through continuous innovations. The ultimate goal of CRM in telecom sector is to provide a comprehensive suite of software applications that enable them to increase, productivity and customers satisfaction by synchronizing and coordinating the customer interactions across all touch points including internet, customer contact centre's, field organization and distribution channels. The objective of this paper is to explore the kind of relationship marketing strategies that Umniah Mobile Company of Jordan is pursuing in today's rapidly changing and highly competitive environment, and to analyse its outcome on the service quality and satisfaction of customers, which represent through Global & Umniah Mobile Company can benefit from this study by better understanding the distinctive contingencies prevalent in the Jordan business environment..

Keywords: Customer Relationship Management, Implementation Of CRM, Customer Experience, Umniah Mobile Company, CRM Jordan.

1. Introduction

Relationships are the soul of life. It is hard to think regarding any society or organization to survive without relationships. They are the imperceptible threads, which make a unique bond between the individuals and organizations. On the one side these bonds can be as strong as iron pillars lasting for lifetime, whereas on the other hand they are as delicate as feather which may be broken in no time. Controlling relationships is a very difficult phenomenon. Organizations are understanding the importance of the vital role played by relationships in achieving and maintaining the cutting edge at the market place. Previously Peter F. Drucker had suggested that the purpose of any business is to create customers, which gives an opportunity to the organization to serve them. The success of any organization mainly depends upon sustaining the customer advantage that is retaining the customers for lifetime. Rising of complexities and uncertainties at the market place along with intensifying global competition are forcing the business organization to invest in building customer relationships. Newly sophisticated marketing tool kits are being designed to satisfy and keep hold of customers to accomplish sustainable competitive advantage. Customer Relationship Management has recently emerged as a strategic solution to modern business problems. CRM has its roots in the age old business philosophy which recognizes that all business activities must revolve around customers.

CRM suggests identifying the needs of the customers and stretching out ways and means to Satisfy them. In this perspective CRM cannot be treated merely as a technology; it also has implications in the strategy formulation for companies. It focuses on the customers looking for value in all their transactions and is willing to pay for that value. In a way technology has brought the customers closer to the marketer. Knowledge about markets, segments and product usage can be made easily available to the organizations. Many companies thrive on this knowledge as it enables them to design the right kind of marketing and promotional strategies to capture the attention of the customers. Even capturing the attention of the customer has become challenging as media proliferation has led to increase in competition. A better equipped customer with knowledge about various alternatives available in the market is difficult to be convinced. Companies have to be alert in their approach to understand the customer's definition of 'value' and accordingly position themselves on quality, service, performance, and efficiency perspective. It becomes imperative to create value for their customers; a value that is able to bind them to the company and stop them from switching to another company's product. Promotions and Advertising can be instrumental in influencing the purchase decision concerning the product launched in the market; but if the company has built a long-term relationship with its customers, advertising and promotion can become more effective in delivering returns. Reducing costs, aggressive promotion and advertising necessarily did not bring revenues and loyal customers. The whole idea is to develop business models that would enhance the quality and improve interaction with their customers leading to more satisfied and loyal customers.

A recent article by the Harvard Business Review reported that increasing customer retention rates by 5% increased profits by 25% to 95%! In fact, it determined that customer retention is the *key* to increasing profits, and continued by stating that quality customer support is one of five primary determinants of reliability. The basic reason why customers fault is the perception of poor service. Customer Relationship Management is, however, even broader in scope than improving customer service: CRM is also about to increase the revenue. In previous years businesses were scrambling to implement costly Enterprise Resource Planning solutions (ERP), which were mainly about the bottom line, reducing costs by improving the flow of data and interaction between the business and consumer. But to understand that how technology can increase *revenues* through better customer interaction is far more difficult. The right CRM solution enables data to flow easily and quickly within an organization, and in most of the cases it includes the entire organization. The net result is the increase in the sales, happier customers and a much-developed bottom

line. The decrease in costs because of improved personnel productivity, better sales, enhanced marketing and service, and an overall extraordinary growth in general organizational efficiency sometimes produces almost immediate economic benefits. The figures that corporations report of increased profits due to successful CRM implementations range from 25% to 95%, attributable in many cases to less wasted time and dual work, and better structured schedules and data flows from staff in every division of the company.

In the light of this context, this paper attempts to investigate the impact of implementing Customer Relationship Marketing on the consumer buying behavior in the Umniah Mobile Company of Jordan. Though the telecom service providers use CRM comprehensively, the key performance indicator of CRM practices on their services per se is the service quality. Service quality is considered to be an important means of differentiation and path. The paper is organized as follows. Firstly the relevant literature on Customer Relationship Marketing (CRM) was reviewed. The next section describes the aims and objectives of the research. The fourth section describes the research methodology. The research uses a qualitative approach to collect data and information and the last section shows the conclusion to the research. The paper summarizes the thematic findings, the impact of implementing CRM in the Umniah Mobile Company of Jordan the recommendations made.

2. Literature review

Customer Satisfaction has been in the spotlight amongst marketing, behavioral writers and researchers for long. It is one of the most basic and inevitably a very significant business element that cannot be avoided by organizations' in modern times. The last three decades have seen a number of reports and research work in the area of customer satisfaction (E.g. Bolton, 1995; Perkins, 1991; Wilkie, 1991; Klee and Thureau, 1997). The growing importance of customer satisfaction, customer retention, changes in market demand, and competitive intensity has led to a paradigm shift from transactional marketing to relationship marketing (Payne, 2009; Grönroos, 1994, Sheth and Parvatiyar, 1994). Many researchers argue that CRM has a significant impact on customer insight, satisfaction, customer retention and loyalty e.g. (Ghavami&Olyaei, 2006), (Lee-Kelley, Gilbert, & Mannicom, 2003), (Samanta, 2010) etc.

The 1950's saw the development of frameworks like „the Marketing Mix4“ in order to increase demand. Payne, 2009 suggests that the objective of such „Transactional“ approaches to marketing was to develop strategies that would optimize expenditure on the marketing mix in order to maximise sales. With time, the markets matured, competition increased, customer demands and loyalty became complex. Customers have gradually become less responsive as choices have increased, facilitated by globalisation and new marketing channels such as the Internet. These challenges, technological developments in managing and maximizing the value of large chunks of data propelled businesses and researchers in developing the concept of Customer Relationship Marketing. CRM can ideally be described as: a move from functionally based to cross functionally based marketing; a shift in focus from transactional marketing to relationship marketing; a shift from marketing activities which emphasize customer acquisition to marketing activities which emphasize customer retention as well as acquisition (Payne, 2009); a shift in focus from treating customers simply as an audience to treating them as key assets of the business.

Baker et al (1998) noticed that it is more productive to consider Relationship Marketing to be a third dimension of the existing Transactional Model than to develop a separate paradigm. According to the authors, two-dimensional marketing model is described as reflecting the marketing of products (dimension one) to market segments (dimension two), facilitated by channels and supported by promotion and pricing. The third dimension, relationships, is introduced as a spiral diagram that elevates the customer above the two planes of products and markets, and in doing so, generates a barrier to entry of predator sellers.

Russell S. Winer et al (2001), gave a framework for the CRM concepts. They analyzed the needs for CRM

as a strategy and explained in detail the intrinsic activities involved in CRM practices. Injazz and Popovitch (2003) emphasized that Customer Relationship Management (CRM) is a combination of people, processes and technology that seeks to understand a company's customers. It is an integrated approach to managing relationships by focusing on customer retention and relationship development. Payne and Frow (2005) developed a conceptual framework for customer relationship management (CRM) that helps broaden the understanding of CRM and its role in enhancing customer value and, as a result, shareholder value. The authors explored definitional aspects of CRM, and they identified three alternative perspectives of CRM. The authors emphasized the need for a cross-functional, process-oriented approach that positions CRM at a strategic level. Kumar and Reinartz (2006) explained that Customer Relationship Management (CRM) deals with applying database marketing techniques at the customer level to develop strong company-to-customer relationship. CRM involves identifying different types of customers and developing specific strategies for interacting with each customer. Examples of such strategies are developing better relationships with profitable customers, locating and enticing with new customers that will be profitable and finding appropriate strategies for unprofitable customers.

Most notable among these are the beliefs that existing customers are more profitable because the acquiring and attracting of new customers is expensive, and that it is less costly to up-sell or cross-sell products or services to current customers (Berry, 1995; Peppard, 2000; Sheth and Paravatiyar, 1995). One of the most important studies conducted in this field is by Reichheld and Sasser (1990), which showed the large impact on profitability of small increases in customer retention rates, which made the marketing community more conscious of the need to manage customer relationships in the long term as well as prior to the first sale. In addition, more studies have shown that the cost of retaining current customers is lower than the cost of acquiring new ones (Blattberg and Deighton 1996, Filiatrault and Lapierre 1997) and that economic benefits of high loyalty are important, and in many industries it is this which determines the differences between companies (Reichheld 1996).

The objective of customer relationship management is to unite and join information technology and business processes in a fashion that enables the firm to acquire new customers, to retain existing customers, and maximize the lifetime value of its customers (Peppard, 2000). Most importantly, CRM allows firms to differentiate customer treatments based on specific customer needs and preferences. Additionally, financial metrics that are centered on customers allow firms to segregate those customers that the firm should be keeping from those it should be willing to lose (Dyche, 2001), enabling micro-management of profitability.

3. Objectives of the Study

The purpose of this study is to explore the impact of implementation of customer relationship management in Umniah mobile company in Jordan. In order to reach our studies, the following research questions are stated:

1. To find any impact between organizational factor and CRM implementation.
2. To find any impact between strategic factor and CRM implementation.
3. To find any impact between cultural factor and CRM implementation

4. HYPOTHESIS AND RESEARCH METHODOLOGY

Research is the process of systematic and in depth study or Research for only particular topic, subjective or area of examination, backed by the collection, presentation, and interpretation of the relevant details or data. There cannot be any Research which does not increase Knowledge or improve Knowledge. This section deals with the Development of Hypothesis and Research Methodology adopted to carry out this study like any study this study is also based on the real facts and figures. This chapter is also the Result and the Line of Investigations to make up traditional from dependent Variable as CRM implementation and independent variables. The questionnaires including covering letter, were personally distributed to the staff of the Umniah Mobile Company of Jordan. A total of 300 questionnaires were distributed.

4.1 Hypothesis

Three main hypotheses were developed to test the Research Model:

Hypothesis: 1 Focuses on the organizational perspective of the implementation of Customer Relationship Management (CRM). It aims to evaluate the interaction of organizational factor with CRM implementation through the staff of the company.

Hypothesis: 2 Focuses on the strategic factor of CRM implementation. It aims to examine the connection between the strategic factor and CRM implementation through the staff of the company.

Hypothesis: 3 Focuses on the cultural factor of CRM implementation. It aims to analyze the relationship between cultural factor and CRM implementation through the staff of the company.

Hypotheses were tested in this research:

Ho: There is no significance difference between organizational factor and CRM implementation

Ho: There is no significance difference between strategic factor and CRM implementation.

Ho: There is no significance difference between cultural factor and CRM implementation.

4.2 Data Analysis

The Statistical Package for the Social Science, (SPSS) was used for data entry as well as for examining the data later. Data preparation was the initial step, which aimed to convert row data into a more structured format that is more appropriate for analysis. Task in this stage included data editing data coding and data entry. Descriptive Statics were used to summarize respondents characteristic including demographic information such as gender, age, range, monthly income, experience and education. Furthermore, inferential statistics were used to test Hypotheses to determine the relationship between variables. In particular person correlation was used to verify the association of interval level to the construct. Whilst Chi-square was used to validate the association between nominal variables and the construct moreover, the Cranach coefficient alpha was used for reliability test the Variable Analysis Tool an Analysis of Variance

Description of personal factors and functional respondents:

Table 1: The frequencies and percentages of the personal levels of the respondents

Factor	Particulars	Frequency	Percentage %
Gender	Male	250	83.3
	Female	50	16.7
Age	less than 20 years	26	8.7
	21- 30 years	88	29.3
	31 – 40 years	116	38.7
	41-50 years	28	9.3
	51 -60 years	42	14.0
Income	less than 200JD	78	26.0
	201JD - 400 JD	42	14.0
	401JD - 600 JD	100	33.3
	more than 600 JD	80	26.7
experience	Less than3years	52	17.3
	4-6 years	76	25.3
	7 – 9 years	90	30.0
	more than 9	82	27.3
Education	High School	40	13.3
	Bachelor's degree	156	52.0
	Master's degree	78	26.0
	Post Graduate degree	26	8.7

Table No.1 Shows a description of personal and functional factors of the sample individuals, as follows:

Gender: it is shown that 83.3 % of the sample is male, and 16.7% is female.

Age range: it is shown that 38.7 % of the sample their age from 31 to 40 years and 29.3 % % between 21- 30 years, 14.0 % between 51- 60 years, 9.3% Between 41 to 50, and 8.7 % less than 20 years.

Monthly income: The Table shows that 33.3% of the sample their Income between 400 JD-600JD , 26.7% more than 600 JD, 26.0% less than 200 JD, 14.0% between 201JD - 400 JD.

Experience: The Table shows that 30.0% of the sample individuals their experience between 7 -9 years , 27.3% more than 9 years, 25.3% between 4 – 6 years , 17.3% less than 3 years .

Education: 52.0 % of the sample study hasBachelor's degree, and 26.0 % of the sample has Master's Degree, 13.3 % has High School, 8.7 % of the sample has Post Graduate degree.

4.3 Stability of the Measure:

Table 2: The saturation of the paragraphs and results of Cronbach's alpha Test

Item/ dimension	Saturation	Cronbach's alpha	Item/ dimension	saturation	Cronbach's alpha
organizational factor		0.83	17	921.	
1	915.		18	821.	
2	919.		19	805.	
3	920.		20	862.	
4	849.		21	824.	
5	751.		22	788.	
6	600.		23	711.	
7	823.		24	916.	
8	853.		25	812.	
9	830.		cultural factor		0.84
10	856.		26	721.	
11	728.		27	953.	
12	922.		28	888.	
13	922.		29	784.	
14	834.		30	791.	
15	890.		31	897.	
strategic factor		0.87	32	764.	
16	838.		Total		0.91

The stability of the measure was tested using Cronbach's alpha coefficient, it is shown from Table 2 that:

Alpha value related to items of organizational factor equals to 0.83.

Alpha value related to items of strategic factor equals to 0.87.

Alpha value related to items of cultural factor equals to 0.84.

Alpha value related to all items equals to 0.91.

All these values are greater than 0.60 which means that the measure is stable.

4.4 Validity of Instrument:

The Validity of the Instrument was verified by using the Factorial Analysis to check the connection between the sentences and the dimension it's related to.

Table 5.2 shows the Results of this Analysis, where the saturation of all the items for each dimension were high, and >0.30 which is acceptable, this means that each item is related to the dimension it belongs to.

4.5 Hypotheses Test

First Hypothesis:

There is no significance difference between Organizational Factor and CRM Implementation.

Table 3: Arithmetic mean, standard deviations, t value, and P-Value of organizational factor:

Item No	Item details	mean	Std. deviation	t-value	P-Value
1	Do staffs exchange customer information with each other?	4.55	0.90	21.11	0.00
2	Your companies have a procedure on distribution customer information.	4.26	0.98	15.76	0.00
3	Your company use specialized Customer Relationship Management (CRM) software to manage customer.	4.21	1.09	13.63	0.00
4	Your company use specialized Customer Relationship Management (CRM) Software to improve its ability to manage customers.	4.15	0.91	15.47	0.00
5	To what extent do staffs have to follow guidelines to work together as a team	4.58	0.67	28.96	0.00
6	Company's staffs discuss with each other how to interact with customers	4.64	0.48	41.71	0.00
7	Do you follow a formal appraisal system to measure employee performance in customer service?	4.41	0.85	20.30	0.00
8	Staffs have good working relationship with each other.	4.65	0.48	42.41	0.00
9	We have clear instruction on how to handle customer complaints.	4.43	0.59	29.38	0.00
10	Staffs are satisfied with the way they are treated by the company.	4.36	0.80	20.42	0.00
11	Our computer system plays on important role in managing customer information.	4.67	0.57	35.74	0.00
12	I am capable of managing customers.	4.64	0.48	42.05	0.00
13	Do you have skills to managing customers?	4.63	0.48	42.05	0.00
14	Training staff in good customer relationship is essential to Company.	4.61	0.58	34.26	0.00
15	We have a written rule for everything.	4.35	0.89	18.60	0.00
	All grouped items	4.48	0.40	44.91	0.00

Table 3 shows that all the items have an Arithmetic Means greater than 3.00 which means that they are statistically significant; Item (11) which measures how much the computer system plays on important role in managing customer information, ranked the first with a mean of 4.67. Item (8), which measures how much staffs have good working relationship with each other, was in the second rank with a mean of 4.65. The Item (4), which measures how much the company use specialized Customer Relationship Management software to improve its ability to manage customers, ranked last in the items with a mean of 4.15.

Test of first Hypothesis: The Table shows that all grouped items have a mean of 4.48, and 0.00 p-values, which means that this hypothesis is rejected. This means there is significance difference between organizational factor and CRM Implementation.

Second Hypothesis:

There is no significance difference between strategic factor and CRM implementation.

Table 4: Arithmetic Mean, standard Deviations, t value, and P-Value of strategic factor:

Item No	Item details	mean	Std. deviation	t-value	P-Value
16	We execute the company targets to improve the company's relationships with our customers.	4.55	0.67	28.36	0.00
17	We document details, which aim to improve relationship with customers.	4.33	0.72	22.67	0.00
18	We make use of information collected from customers in developing new Products/services.	4.48	0.74	24.52	0.00
19	We have a good understanding of the concept of Customer Relationship Management (CRM)	4.67	0.65	31.52	0.00
20	My company has a clear strategy on how to improve relationship with customers.	4.43	0.87	20.17	0.00
21	My company has established its operational process based on customer needs.	4.24	0.68	22.26	0.00
22	Our company has a clear rule on the budget for entertaining customers.	4.09	0.94	14.30	0.00
23	Good relationship with customer will help the company to keeping customer from going to competitors.	4.69	0.55	37.37	0.00
24	Good relationship with customer will help the company to Development of Product/Service.	4.65	0.57	35.43	0.00
25	Good relationship with customer will help the company to Targeting and marketing.	4.74	0.54	39.73	0.00
	All grouped items	4.49	0.47	39.01	0.00

Table 5: Arithmetic Mean, Standard Deviations, t value, and P-Value of cultural factor:

Item No	Item details	mean	Std. deviation	t-value	P-Value
26	Do staffs use their connections with customers?	4.39	0.73	23.32	0.00
27	Do staffs interact with customers?	4.49	0.74	24.73	0.00
28	Staff keeping long-term relationship with customers	4.37	0.79	21.21	0.00
29	Networking is important to your company.	4.50	0.50	36.62	0.00
30	Language is easy to serving my customers.	4.27	0.45	34.88	0.00
31	Do you like to establish relationship with customers?	4.38	0.78	21.59	0.00
32	Problems are easier to resolve when customers are contracted by telephone, rather than face-to-face.	4.48	0.71	25.47	0.00
	All grouped items	4.41	0.51	33.69	0.00

Table 5.4 shows that all the items have a arithmetic means greater than 3.00 which means that they are statistically significant, Item (25) which measures how much good relationship with customer will help the company to targeting and marketing , ranked the first with a mean of 4.74. Item (23), which measures how much Good relationship with customer will help the company to keeping customer from going to competitors, was in the second rank with a mean of 4.69. The Item (22) which measures how much the company has a clear rule on the budget for entertaining customers, ranked last in the items with a mean of 4.09.

Test of Second Hypothesis: The Table shows that all grouped items have a mean of 4.49, and 0.00 p-value, which means that this Hypothesis is rejected. This means there is significance difference between strategic factor and CRM implementation.

Third Hypothesis:

There is no significance difference between Cultural Factor and CRM Implementation.

Table 5.5 shows that all the items have an arithmetic means greater than 3.00 which means that they are statistically significant, That is, these things exist. Item (29) which measure how networking is important to the company, ranked the first with a mean of 4.50. Item (27), which measures how much staffs interact with customers, was in the second rank with a mean of 4.49. The Item (30) which measures how much language is easy to serving my customers, ranked last in the items with a mean of 4.27.

Test of Third Hypothesis:The Table shows that all grouped items have a mean of 4.41, and 0.00 p-value, which means that this Hypothesis is rejected. This means there is significance difference between Cultural Factor and CRM Implementation.

5. Conclusion and Recommendations

The market has become highly competitive and cellular service providers are no exception to this, so to compete effectively in this tense competitive environment, companies should continuously endeavour to exceed the expectations of the customers in terms of the quality of service, features that are being offered to the customers, different schemes brand building steps, product offerings etc. This study focuses on studying the relationship between the consumers and staff working in the Umniah mobile company of Jordan. Results of the study indicate that there exists a relationship between them , but it needs further growth. This Paper has recommended various strategies that Umniah mobile company can employ to successfully market themselves and gather clean data to facilitate CRM:

1. The study recommends that Umniah Company has to offer new services and productions from time to time and this results into satisfaction the needs and the wishes of the customers and then increases in keeping customers for longer periods.
2. The study recommends that Umniah Company should depend on the Technique of analytical CRM via analytical researches and studies for the customer data and profiles, which in turn allows the company to perform active searching to limit the services and productions which can get the satisfaction of all current and potential customers.
3. The study recommends that The Umniah Company employees should improve the exchanging of the information about their customer which causes good results for the company through advanced implementation in managing the customer relation.
4. It is important for the Umniah Company to arrange a special budget to serve the customers in good reception.
5. For better future prospective of Umniah Company has to develop the procedures of distribution the information for all the company employees which will provide them with valuable information about their customers to deal with their customer in an appropriate manner.
6. Umniah Company should give the employees causes to improve their communicative skills with the customers.

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