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## **"Challenges in Trust and Security by Implementation of E-CRM Among Banks and Financial Institution: A Case Study of E-Banking in Iran"**

### **Dr. A. R. Miremadi**

Assistant Professor & MBA Director  
at Sharif University of Technology  
International Campus  
email: ar.miremadi@sharif.edu

### **S. Ghalamakri**

MBA from Sharif University of Technology  
Member of ITM Research Group  
email: Shermineh.Ghalamkari@gmail.com

### **A. A. Ramezani**

MBA & Branch Manager from Sharif University of Technology  
Branch manager at Saman Bank.  
email: aali.rame@yahoo.com

### **Abstract**

The advancement in technology, information and communication has forced banks and financial institutions into hard competition. In this new era technology, people and customer are the elements which the banks are concentrating on them to manage customer relationship and success of banking in customer satisfaction. Electronic customer relationship management (e-CRM) is seen to arise from the consolidation of traditional CRM with the e-business applications marketplace and has created a flurry of activity among companies. The purpose of this study is to examine the competitive advantages on e-CRM in financial institutions and banks and obtain better understanding of the e-CRM benefits. A qualitative research approach was used for this study. Empirical data was collected through interviews were conducted with twenty six banks which just sixteen of them are participated. Our findings indicate Accessibility, Convenience, Services quality, Timeliness, and Trust are the most important benefits of E-CRM. We found that implementation of E-CRM bring about the following competitive advantages: Up to date of banks, Preparation of up to date technology, Proliferation of channels, Marketing and Strategic Factors and Fragmentation of customer segment.

**Keywords:** E-CRM, Trust, Security, E-Banking, Banks, Financial institutions Relationship, Marketing, Iran

## **Intruduction**

### ***Background***

#### ***RM (Relationship Marketing)***

Relationships are the foundation to the effective development and adaptation of new business philosophy, although businesses have taken care of relationships with their customers for many centuries (Gronross C., 1994)

Relationship marketing got popular in 1990s but it has a long history under different names. In its beginning, one-to-one marketing appeared in the mid-1990s, which changed into CRM (Customer Relationship Management) as the number one business buzzword at the turn of the millennium (Gronross C., 1994)

During the last decade of the 20<sup>th</sup> century, relationship marketing has been seen as the mainstream of thought in planning a marketing strategy both in industrial marketing and Consumer marketing (Tseng, 2007). According to Morgan and Hunt relationship marketing was defined as all the marketing activities that are designed to establishing, developing, and maintaining successful relational relationship with customers. (Morgan, July 1994)

#### ***CRM (customer relationship management)***

With a strengthened focus upon RM, the CRM linkage becomes clear: "CRM provides management with the opportunity to implement relationship marketing on a companywide basis" (Ryals & Knox, 2001, p. 535). At the end of 1999 many practitioners used the term RM to describe customer relationship management (CRM) (Egan, 2001). Customer relationship management (CRM) came into the spotlight when markets were getting more and more competitive. Today the marketing model is changing from product-centered approach to a more customer-centered approach (Gilbert, 2003).

The focus of CRM helped financial institutions to understand the customers' current needs, what they have done in the past, and what they plan to do in the future to meet their own goals (Xu, 2002). The overall goal of CRM is to create the maximum customer lifetime value, by creating trust, customer loyalty and long term relationships.

Admittedly CRM has various definitions, for instance Gooding has defined CRM, as "interactive process for achieving the optimum balance between corporate investments and the satisfaction of customer needs to generate the maximum profit. CRM involves: Measuring both inputs across all functions including marketing, sales and service costs and outputs in terms of customer revenue, profit and value, Acquiring and continuously updating knowledge about customer needs, motivation and behavior over the lifetime of the relationship, Applying customer knowledge to continuously improve performance through a process of learning from successes and failures, Integrating the activities of marketing, sales and service to achieve a common goal, The implementation of appropriate systems to

support customer knowledge acquisition, sharing and the measurement of CRM effectiveness, Constantly flexing the balance between marketing, sales and service inputs against changing customer needs to maximize profits.” (Gooding, 2003)

### ***E-CRM (Electronic Customer relationship management)***

Electronic customer relationship management (E-CRM) is seen to arise from the consolidation of traditional CRM with the e-business applications marketplace and has created a flurry of activity among companies. E-CRM is the proverbial double-edged sword, presenting both opportunities and challenges for companies considering its adoption and implementation.

E-CRM refers to the set of activities that enable a firm to utilize the power of the Internet and the electronic medium to implement CRM. Banks all around the world have realized the potential of the Internet as a medium for CRM and have been actively pursuing e-CRM strategies.

Vital and important key point is that e-CRM takes into different forms, relying on the objectives of the organizations. It is about arranging in a line business process with strategies of customers provided back up of software's (Rigby, 2002). According to Rosen, e-CRM is about people, process and technology and these are key paramount to success (Rosen, 2001). Traditional definition of e-CRM according to Stanton is to include attitude for entire business. Like identifying and defining the prime goal to everyone in the organization and creating a sustainable competitive advantage. (Stanton, 1994)

Organizations want to increase return on investment (ROI), customer loyalty, effective marketing, improved customer service & support and cost reduction, with the successful implementation of e-CRM (Scullin, 2002). An e-CRM system provides financial institutions with the opportunity to establish individual and need oriented customer relationships. E-CRM enables the financial institutions to provide the right financial product at the right time (Sascha, 2003).

### ***Literature review***

#### ***According to” Benefits of e-CRM for Banks and their Customers: Case studies of two Swedish banks”***

Bank customers form expectations derived from many sources Boulding proposed that customers form expectations of what will happen in their next encounters based on what they “deserve”. (Boulding, 1993). Zeithaml & Bitner identify two levels of expectations, desired service and adequate service. Desired service represents the “wished for” level of performance and adequate service reflects showing more basic service expectations.(Zeithaml, 2000). The model permits exploration of the perceived difference between expected service and the experienced service, particularly the zone of tolerance

developed by Parasuraman ,they're by customer specific benefits are: Customer interaction and satisfaction, Convenience, Speed of processing the transaction through e-Response, Trust, Service quality.(Parasuraman, 1991)

To justify their purpose, two research questions have been considered: How can the benefits of e-CRM for banks be described and how can the benefits of e-CRM for bank customers be described. They used a qualitative research approach Empirical data was collected through in-depth interviews were conducted with two Swedish banks and a group of their customers.

Their findings indicate that Swedish banks are well aware of the benefits and applications of the e-CRM and use the system to maintain good relationships with their customers. Moreover, they found out with the implementation of e-CRM and the latest technologies. The Swedish banks seem to have same description about the benefits of e-CRM and have maintained good relationships with customers due to the usage of e-CRM. Furthermore their finding indicates that with the implementation of e-CRM and the latest technologies banks have ensured full security for the transactions of their customer's. Consequently, E- CRM facilitates the organizations to provide one to one services and also maintain the transaction security of the customers.

### **Benefits of E-CRM**

Scullin believes that increased customer loyalty, information accumulated by e- CRM system helps organizations to identify the actual input cost of winning and retaining long lasting relationships with customers (Scullin, 2002). The benefits of having an e-CRM solution implementation are many that we classify them into four classifications.

#### ***General Benefits of E-CRM***

According to Jelassi and Ender, the aim of E-CRM is to: Create long-term relationship with customers with minimum cost, Reduce the customer defection rate, Increase the profitability from low-profit customers and Focuses on high-value customers. Scullin believes that E-CRM increase loyalty. (Scullin, 2002)

#### ***Specific Benefits of E-CRM***

According to Kennedy definite opportunities of E-CRM are: Enhanced Customer Interaction and Relationship, Managing customer Touch Points, Personalization and E-Loyalty and Source of Competitive Advantage. (A. a. J. C. Kennedy, 2004)

#### ***E-CRM benefits to bank***

Computers, information technology, and networking are fast replacing labor-intensive business activities across industries and in government. Since the early 1990s, the computer,

the Internet and information technology have been merged to become a viable substitute for labor- and paper- intensive banking processes between and across commercial banks. This has been seen in the widespread use of the ATM, credit cards, debit cards, smart cards, and lending through e-CRM via the Internet. This type of computer-based bank-to-bank, bank to consumer and consumer-to consumer transactional and informational exchange has been referred to as Electronic Commerce (EC), (Awad, 2000). There are five benefits for banks in implementing CRM: Relationship with customers(Eddine.B, 2007), Using e-mail for business communication(Awad, 2000), Personalized services or one to one services(Yu-Lin, 2005), Establishing a Web site to market products or services(Haverty, 1998), Transaction Security (Reddy, 2007).

### ***E-CRM benefits to customers***

Bank customers expect that the banks offered them not only desired service but also adequate services. By implementation of E-CRM, customers gain benefits such as: Customer interaction and satisfaction(Reddy, 2007), Convenience (Reddy, 2007), Speed of processing the transaction through e-Response (Singh, 2002), Trust(Reddy, 2007) and Service quality (Reddy, 2007).

### **Competitive advantages of E-CRM**

By implementing successful and correct E-CRM, the digital loyalty cycle which becomes lasting competitive advantage is enhanced. When an organization uses E-CRM technology and redesigns its business process to acquire customers and to retain them, it makes strength in the areas of customers purchase decisions which consist of pricing, quality of the product, marketing, sales and customer service. It creates more digital loyalty cycle(Anon, 2001). By using E-CRM, customer centric companies are using customer information to manage pricing and marketing decisions in real time in better way. (A. Kennedy, 2006)

The customer related aspects are very important in implementing E-CRM which motivates the organizations to increase their customers' interactivity for gaining more competitive advantages such as: Marketing and Strategic Factors, Corporate Culture, Change Management of Sales Force, Customer Interactivity and Knowledge, Technological Readiness, Business Structure.

### **Research Methodology**

The research purpose of this study is mainly descriptive since the main aim is to examine the competitive advantages on e-CRM in financial institutions and banks .it describes the benefits on E-CRM by considering banks' viewpoint and understand the electronic technologies. Moreover, this study is also exploratory to some extent because it

attempts to explore the benefits of implementation E-CRM.

Purposeful sampling seems to be the most appropriate, as far as the case study approach is concerned. In particular, in-depth interviews were conducted with the managers of the private and public bank in diversity of positions such as Information Technologies (IT), Marketing, and customer care. As far as the in-depth interviews were concerned, these were based on a questionnaire which was developed around a list of topics regarding e-CRM. The questionnaire was focused on those issues that were central to the research objectives and the questions were open so as to allow for greater flexibility. The same questions were put to all the interviewees. Furthermore, the "funneling" process of questioning was used, where "the initial questions are designed simply to start the informant thinking about the issue in general terms". Then, "the interviewer guides the informants' view toward more specific issues by using questions that narrow the area, while at the end the interviewer begins to ask specific questions directly about the issue being examined . Moreover, during the interviews some "probing questions" were used in order to elicit information more fully from the respondents while an effort was made to avoid influencing answers

Yin says that different strategies are available which include experiment, survey, history and case study (Yin, 2003). As in our study, we will look into all of the banks and financial institutions which have permission from The Central Bank for our investigation, so multiple case studies were preferred.

### DATA Analysis & Interpretation

In the following we present twenty six investigated banks which have formal permission by The Central Bank of Iran. As shown in below table, there are four major classifications of banks in Iran. Governmental Commercial Banks

*Table 1*

LIST of Iranian Banks

No.	Banks' type	Banks
1	Governmental Commercial Banks	Sepah Bank, Meli Iran Bank, Post Bank
2	Gharz-al-hasanah Bank	Mehr Loan Bank of Iran
3	Private Banks	Eghtesad Novin Bank, Prsian Bank, Karafarin Bank, Pasargad Bank, Saman Bank, Sarmaye Bank, Sina Bank, Tat Bank, Shahr Bank, Dey Bank, Ansar Bank, Tejarat bank, Refah Bank, Saderat Iran Bank, Mellat Bank, Hekmat Iranian Bank, Gardeshgari Bank
4	Specialized Business Banks	Tose Saderat Iran Bank, Sanat o Madan Bank, Keshvarzi Bank, Maskan Bank, Tose Taavon Bank

Source: [www.cbi.ir](http://www.cbi.ir)

From twenty six banks that mentioned above, only sixteen of them have participated in this study. (Shown in table II)

*Table 2*

List of participated banks

No.	Banks	Website
1	Sepah Bank	<a href="http://www.banksepah.ir/">http://www.banksepah.ir/</a>
2	Post Bank	<a href="http://www.postbank.ir/">http://www.postbank.ir/</a>
3	Mehr Loan Bank of Iran	<a href="http://www.qmb.ir">www.qmb.ir</a>
4	Saman Bank	<a href="http://www.sb24.com">http://www.sb24.com</a>
5	Sarmaye Bank	<a href="http://www.sbank.ir">http://www.sbank.ir</a>
6	Tat Bank	<a href="http://www.tatbank.ir">http://www.tatbank.ir</a>
7	City Bank	<a href="http://www.ifcc.ir">www.ifcc.ir</a>
8	Dey Bank	<a href="http://www.bank-day.ir">www.bank-day.ir</a>
9	Ansar Bank	<a href="http://www.ansarbank.com/">http://www.ansarbank.com/</a>
10	Saderat Iran Bank	<a href="http://www.bsi.ir/">http://www.bsi.ir/</a>
11	Mellat Bank	<a href="http://www.bankmellat.ir/">http://www.bankmellat.ir/</a>
12	Tourism Bank	<a href="http://www.tourismbank.ir">http://www.tourismbank.ir</a>
13	Tose Saderat Iran Bank	<a href="http://www.edbi.ir">http://www.edbi.ir</a>
14	Agriculture Bank	<a href="http://www.agri-bank.com/">http://www.agri-bank.com/</a>
15	Maskan Bank	<a href="http://www.bank-maskan.ir/">http://www.bank-maskan.ir/</a>
16	Tose'e Ta'avon Bank	<a href="http://www.ttbank.ir">http://www.ttbank.ir</a>

Source: Author's own construction

Ten of the mentioned banks didn't participate with us. Some of them said that we should obtain permission from Central Bank and other believed that this information is considered private information and they couldn't reveal it. Their names are included in below table:

*Table 3*

List of not participated banks

No.	Banks	Website
1	Meli Iran Bank	<a href="http://www.bmi.ir/">http://www.bmi.ir/</a>
2	Eghtesad Novin Bank	<a href="http://www.enbank.ir">http://www.enbank.ir</a>
3	Prsian Bank	<a href="http://www.parsian-bank.com">http://www.parsian-bank.com</a>
4	Karafarin Bank	<a href="http://www.karafarinbank.com">http://www.karafarinbank.com</a>
5	Pasargad Bank	<a href="http://www.bpi.ir">http://www.bpi.ir</a>
6	Sina Bank	<a href="http://www.sinabank.ir">www.sinabank.ir</a>
7	Tejarat bank	<a href="http://www.tejaratbank.ir">http://www.tejaratbank.ir</a>

No.	Banks	Website
8	Refah Bank	<a href="http://www.bankrefah.ir/">http://www.bankrefah.ir/</a>
9	Hekmat Iranian Bank	<a href="http://www.bankhIranian.ir">http://www.bankhIranian.ir</a>
10	Sanat o Madan Bank	<a href="http://www.bim.ir/">http://www.bim.ir/</a>

Source: Author's own construction

### *Case Analysis of Iranian Banks and Financial Institutes with E-CRM implementation Bank' information*

In this part we summarized the information that gained after bank managers' interview from banks and financial institutions in following table:

Table 4

Employees' number in the banks

Banks	Sepah. B	Post .B	Mehr. B	Saman. B	Sarmaye .B	Tat. B	City. B	Dey. B	Ansar. B	Saderat. B	Mellat. B	Tourism. B	Tose Saderat. B	Agriculture. B	Maskan. B	Tose'e Ta'avon. B
Number of employee	18000	3000	1230	1700	1500	N/A*	1300	160	5000	30000	35000	170	N/A	N/A	N/A	3500

Source: Author's own construction drawn from the interview

\* Not Applicable

### *Business Customer and E-CRM Definition*

The following table is indicated the definition of Business customer by the mentioned banks. As shown, it is very interesting to see the definition part; every bank is defining the same phenomenon in a very different way.

Table 5

Participated banks' definition of Business customers

No.	Banks	Business Customer Definition	E-CRM Definition
1	Sepah Bank	Credit Customer and Customers who have high financial relationship in the resource allocation and in terms of	CRM & Electronic Banking



No.	Banks	Business Customer Definition	E-CRM Definition
		gaining banking services, amortize bail their business documentations	
2	Post Bank	All of customers	Fast and complete services that bank offered to its customers
3	Mehr Loan Bank of Iran	legal customers who have loan contract with the bank	Virtual Banking
4	Saman Bank	Real & Legal Customers who has trade license or statute for their business activities	Application of internet in bank for customer's satisfaction
5	Sarmaye Bank	Customers who have high profitability for the bank	Electronic controllable relationship with business customers in such a way that the bank can offer fast and safe service
6	Tat Bank	N/A <sup>1</sup>	CRM & Electronic Banking
7	Dey Bank	Customers related to a particular spectrum	Electronic process for creating new customers and maintaining current customers besides offering better services
8	Ansar Bank	Customers who buy bank's offered services and impart its benefits	Relationship with customers in virtual area and offer services in unexpected position to access completely to services without wasting time and cost
9	Saderat Iran Bank	Tradesmen, Businessmen and Manufactures	Relationship with customers in virtual area and offer services in unexpected position to access completely to services without wasting time and cost
10	Mellat Bank	N/A	CRM through Sepehr Voice (0960)
11	Tourism Bank	Customers who have high deposits and return their offered facilities on time	A new factor in retaining customers and creating electronic fields for customer relationship's evolution
12	Tose Saderat Iran Bank	Customers who open account or looking for facilities	Relationship with customers and use their ideas through web site

No.	Banks	Business Customer Definition	E-CRM Definition
13	Agriculture Bank	Customers who do their business activities through bank's communication channel and respect Benefit Algorithms of bank	Relationship with customers through technology facilities
14	Maskan Bank	N/A	Customers who do their business activities through bank's communication channel and respect Benefit Algorithms of bank
15	Tose'e Ta'avon Bank	Any customers who request the offered banking services/"Legal and Real individuals who try to replace competition with partnership and satisfying needs of society are more important than their own profit	Creating relationship with customers quicker, more precise and with lower human forces

Source: Author's own construction drawn from the interview

### *The benefits of E-CRM*

When comes to E-CRM benefits, it is even more interesting that banks have different opinions, even there are also some similarities, like Sepah, Post, Mehr, Tat, Dey, Ansar, Saderat, Mellat, Tourism, Agriculture, Maskan, Tose'e Ta'avon banks believe that "convenience" is one of the most important benefit of E-CRM implementation while the other four banks (Saman, Sarmayeh, City, Tose Saderat) have different idea about benefits, for instance City Bank espouses that "Increased control over bank a/c " is one of the main benefits of E-CRM. (See table VII)

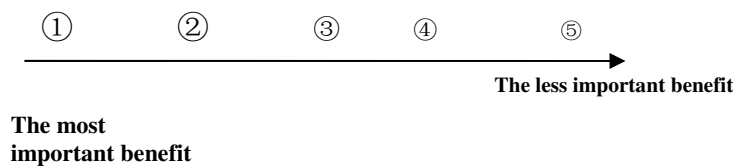
Table 6

Benefits of E-CRM for banks

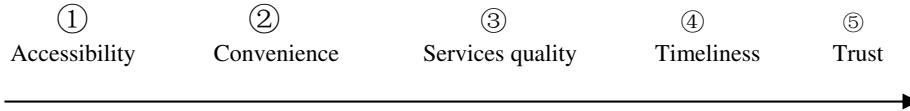
Benefits	Banks													
	Trust	Convience	Increased control over bank a/c	Transaction Security	Services quality	International customers' satisfaction	Using e-mail for business communication	Accessibility	Timeliness	Personalized services or one to one services	On-time order fulfillment	Improved cash flow management	Increase in transaction process through email & response	Establishing a Web site to market products or services
Sepah. B														
Post. B		4		3	1			2	5					
Mehr. B														
Saman. B	1				3	4	2	5						3
Sarmaye . B	5				3		1	2			4			
Tat. B	3	2			4	5		1						
City. B	i													
Dey. B	i													
Ansar. B		1			4			2	3	5				
Saderat. B		1			2			3	5	4				
Mellat. B		2						1	5				3	4
Tourism. B		4			5				3		1		2	
Tose Saderat. B		2			1	5	6	3					4	
Agriculture .B														
Maskan. B		4	5	3		2			1					
Tose'e Ta'avon.B	1	3	4		5				2					
		4	5		3			1	2					
Choosing Number 1	2	2	0	0	2	0	1	3	1	0	1	0	0	0
Choosing Number 2	0	3	0	0	1	1	1	3	2	0	0	0	1	0
Choosing Number 3	1	1	0	2	3	0	0	2	2	0	0	0	1	1
Choosing Number 4	0	4	1	0	2	1	0	0	0	1	1	0	1	1
Choosing Number 5	1	0	2	0	2	2	0	1	3	1	0	0	0	0
Score of each attribute	14	33	4	6	29	8	9	34	22	3	7	0	9	5

Source: Author's own construction drawn from the interview

■ This dark grey square indicates the banks which didn't rank the Benefits and just chose the most important ones without ranking them



The above table indicates the five E-CRM benefits that have the highest score among the sixteen participated banks; respectively, Accessibility, Convenience, Services quality, Timeliness, and Trust. According to frequency of ranks, the mentioned benefits are ranked in following sequence:



**The most vital benefits of E-CRM in Iranian banks’ viewpoint**

In interview we asked the banks “what are the most important benefits in each banks’ opinion?” The table VIII is the results of their responses.

Table 8

The most vital benefits of E-CRM in Iranian banks’ viewpoint

Benefits	Banks															
	Sepah. B	Post. B	Mehr. B	Saman. B	Sarmaye . B	Tat. B	City. B	Dey. B	Ansar. B	Saderat. B	Mellat. B	Tourism. B	Tose Saderat. B	Agriculture .B	Maskan. B	Tose'e Ta'avon. B
Increase of Relationship with customers	<input checked="" type="checkbox"/>															
Customer satisfaction	<input checked="" type="checkbox"/>															
Attract more customers		<input checked="" type="checkbox"/>														
Remove rework process			<input checked="" type="checkbox"/>													
Communication with customers				<input checked="" type="checkbox"/>												
Satisfy customer’s needs in fast with the best quality				<input checked="" type="checkbox"/>												
Lower cost						<input checked="" type="checkbox"/>										
Speed and precise in pursuing								<input checked="" type="checkbox"/>								

Benefits	Banks																
	Sepah. B	Post. B	Mehr. B	Saman. B	Sarmaye . B	Tat. B	City. B	Dey. B	Ansar. B	Saderat. B	Mellat. B	Tourism. B	Tose Saderat. B	Agriculture .B	Maskan. B	Tose'e Ta'avon. B	
Discover hidden patterns								<input checked="" type="checkbox"/>									
No time and place limitation										<input checked="" type="checkbox"/>							
Full support of Marketing process											<input checked="" type="checkbox"/>						
Gather classified information												<input checked="" type="checkbox"/>					
Increase competition													<input checked="" type="checkbox"/>				
Obtain potential customer													<input checked="" type="checkbox"/>				
Increase current customer's satisfaction													<input checked="" type="checkbox"/>				
Speed in information exchange														<input checked="" type="checkbox"/>			
Speed in information exchange														<input checked="" type="checkbox"/>			
Safer & quicker services															<input checked="" type="checkbox"/>		
Less human forces in 24 hours															<input checked="" type="checkbox"/>		
Possibility of accurate pursuing in financial activities																<input checked="" type="checkbox"/>	
Decrease of customer's																	<input checked="" type="checkbox"/>

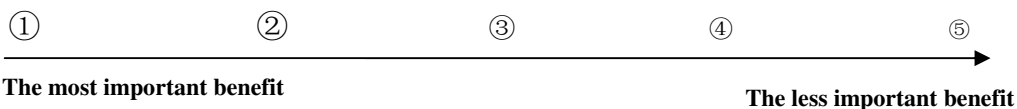


Table 9

Competitive advantages of E-CRM for banks

Banks	Competitive adv.											
	Marketing and Strategic Factors	Proliferation of channels (e.g. Internet)	Price Competition	Increasing pressure of customer demands	Solidarity business Structure	Preparation of up to date technology	Pressure to drive down operating costs	Complexity of products / services	Fragmentation of customer segments	Commoditization of products	Up to date of banks	Customer Interactivity and Knowledge
Sepah. B	2	5				4			1		3	
Post. B	3	5			1	2					4	
Mehr. B	1	2		4		3						5
Saman. B	4	3		5							1	2
Sarmaye . B	1		3						2		5	4
Tat. B	4			1		2					3	5
City. B		1		3		2		2			1	2
Dey. B		1		2		3					4	5
Ansar. B	1					3			5		2	4
Saderat. B	1										2	
Mellat. B		3	4			2			1			5
Tourism. B	5					3			2	1		4
Tose Saderat. B		5			1		4	3	2			
Agriculture .B		3				1		2			4	5
Maskan. B		3			4		2		1			5
Tose'e Ta'avon.B		1	5	3					4		2	
			2	5			4	1			3	
Choosing Number 1	4	3	0	1	2	1	0	1	3	1	2	0
Choosing Number 2	1	1	1	1	0	4	1	2	3	0	3	2
Choosing Number 3	1	4	1	2	0	4	0	1	0	0	3	0
Choosing Number 4	2	0	1	1	1	1	2	0	1	0	3	3
Choosing Number 5	1	3	1	2	0	0	0	0	1	0	1	6
Score of each attribute	32	34	10	19	12	35	8	16	30	5	38	20

Source: Author's own construction drawn from the interview



**E-CRM Technology**

Currently banks interact with customers by using these kinds of technologies. (Shown in table X)

Table 10

E-CRM technologies in participated banks

E-CRM technology Banks	(1) Call center Automation	(2) Campaign Management	(3) Contact Management	(4) Email Management	(5) Field Service Automation	(6) Knowledge Management	(7) Marketing Automation	(8) Personalization	(9) Sales Force Automation	(10) Customize own bank software	(11) Offer Automation system in bank's website	Frequency of technology that used in each bank
Sepah. B	1											1
Post. B	1	2		4	5	6	7		9			7
Mehr. B												0
Saman. B	1		3				7			10		4
Sarmaye . B			3		5			8				3
Tat. B												0
City. B				4								1
Dey. B				4	5							2
Ansar. B	1											1
Saderat. B				4								1
Mellat. B	1		3	4	5				9	10		6
Tourism. B												0
Tose Saderat. B	1		3	4								3
Agriculture .B	1	2		4	5						11	5
Maskan. B	1	2	3	4		6						5
Tose'e Ta'avon.B		2		4	5							3
					5						11	2
Frequency of each technology	8	4	5	9	7	2	2	1	2	2	2	

Source: Author's own construction drawn from the interview

★ Technologies that each bank is using

✎ Under construction

As it can be seen in table XIV, the banks which utilizing the most of these E-CRM software technologies are respectively: Post Bank, Mellat Bank, Agriculture and Maskan Banks (the number of software which theses two banks are used is equal) and Saman Bank. Moreover, we find out that, just five E-CRM technologies have the highest frequency among the participated banks respectively: Email Management, Call center Automation, Field Service Automation, Contact Management and Campaign Management. It shows that E-mail management is the most popular technology that banks are using. Besides, the three banks which don't use any of the mentioned technologies according to below table are: Mehr, Tat, and Tourism Banks due to this fact that this information are secret and they



can't share them with us, and some of them mentioned that these technologies are not yet performed in their bank, they are in construction.

### *Future of E-CRM*

Table 11

Banks' viewpoint about future of E-CRM

No.	Banks	Future of E-CRM
1	Sepah Bank	Implementation of "Core Banking "completely results in implementation of targeted E-CRM. Currently Sepah Bank is implementing "Channel Manager" that by its implementation, current systems will be integrated and Database customers will be completely designed
2	Post Bank	E-CRM and Electronic services are the main requirements for all the organization specially banking system to offer desirable services and competition with other banks.
3	Mehr Loan Bank of Iran	Mehr Bank' future program is implementation and accomplishment of E-CRM and Virtual Banking in such a way that the physical presence of customer to the bank decreased
4	Saman Bank	Days in and days out the culture of using internet by bank's customers is became pervasive (especially Private Banks), so the banks are going to implement E-CRM quicker
5	Sarmaye Bank	Due to importance of customers' roles for Sarmayeh Bank and nowadays competitive market, this bank is going to attract not only the current customers' satisfactions, but also attract new customers. As a result, using electronic tools for communicate with customers is included topside of Sarmayeh's programs
6	Tat Bank	Implementation of E-CRM in future is very serious for Tat Bank and is included in bank's organization plan for a couple of reasons: assessment of branches and bank's performance, customers' view for future services, customers' sensibility about the offered services
7	City Bank	Due to Shahr's concentration on electronic services and its process operations, its need to implementation of E-CRM is enhanced more and included in bank actions in near future.
8	Dey Bank	According to weak banking software, there is not possible to implement E-CRM
9	Ansar Bank	Ansar Bank should implement CRM and then E-CRM for its banking services
10	Saderat Iran Bank	Future of E-CRM in Saderat Bank is bright

No.	Banks	Future of E-CRM
11	Melat Bank	The implementation of E-CRM will become necessary for the organizations if appropriate fields accomplish and considering hamso executive movements are done all over the bank. Mellat bank should do many movements in this mater
12	Tourism Bank	Introducing CRM in the bank for implementation, and then future program will be implementing E-CRM
13	Tose Saderat Iran Bank	
14	Agriculture Bank	Future is belonging to those banks which completely recognize competitive area and have enough modern electronic banking tools. He mentions that Agriculture Bank has two above benefits in recent years and by cooperation of staff, it will have shinny future in implementation of E-CRM
15	Maskan Bank	
16	Tose'e Ta'avon Bank	By high growth of banking activities, the electronic tools and models such as E-CRM will develop too much profit

Source: Author's own construction drawn from the interview

### Conclusion

In an electronic business world where, business is done at the speed of thought, the real challenge for the future lies in anticipating the demands of the new age and providing sustainable solutions. The banks must adopt e-CRM 'Customer-centric' focus approach, as it is believed that products should be devised for the customers and not the other way around. Banks must build their brand image in assuring customers about the safety of their money and security of transaction on the Net.

We found out that participated banks have different views about E-CRM benefits, but they all believe that long term customer relationship will create value for them.

Looking at the conclusions about technology, we found that all the three banks classifications approximately understand the technology in the best possible way. They are using most popular and easily accessible channels for customer interaction. It is interesting that all the banks are following the technology in almost the same way by need identification, personalized offers, profitable customer identification and providing them standardized customer care.

### *Practical/Theoretical Implications*

The sample used was designed using purposeful sampling, in addition, many

problems were encountered when approaching the directors of the different financial institution and bank because they had heavy time schedules and difficulties. Interviews took a long time to arrange and they had to be postponed in many cases. In the process of conducting this study no other important or unexpected complications were encountered.

### ***The Contribution of this Study***

This study has contributed to the marketing literature by shedding some light on E-CRM issues, which have not been widely examined in the literature. In addition, it has contributed to the financial institutions and bank sector literature, where little investigation has taken place on issues concerning e-CRM in financial institution and bank Organizations in Iran.

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