Does customer relationship management matter in the banking system? the case of Iran

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Abstract

In the last few years, the Iranian banking system has consistently ignored customer-orienting and its fundamentals and has not been able to use recent modern marketing very well, because of various economic and social problems, the governmental banking system and especially the excess of the demand rate over supply.

People do not have any incentive to use Iranian banking system, because banking system do not pay attention to their priority values and needs and just present similar services in all branches of country's banks. Therefore, the customers refer to the banks inevitably to satisfy their elementary needs, in other words it should said that, in the current situation the people serve the banks, not the banks serve people.

Regarding the environmental changes that are front of us, the banks should emphasize on its equipping, recognizing the customer's need and expectations and regard to market situation. Because every bank can recognize and secure these needs before rivals will success in the competition field. This study attempted to analysis the role of customer communication management in Iranian banks and its weakness, strengths and goals. In addition, it's executing

effects and the basic role of customer as a basic and critical element for remaining the banking system. Finally, some suggestions present for reforming and improving the quality of services in the banking system.

Keywords: Customer Relationship Management, customer, satisfaction, services

1. Introduction

In the last century, before the evolution of supermarket, market and automobile, people for buying their needs would go to public stores near to their residence place. Therefore, small suppliers would know customers by name and their needs. The customers also have been royalty to relevant stores and would continue shopping from these stores. This ideal relationship with customers has changed due to economic development in countries, migrating from villages to cities and increase in competition. The customers became more mobile and many hyper and chain markets have created in order to achieve more customers and benefit. In this situation, the prices become lower and the quality of goods become uniform and stable, but the store managers would not know their customers by name and communicate with them directly (Noah, 2002). Thus, the customers have been disappointed and inclined toward a supplier who would offer their object service and good with a lower price and with most requested characteristics.

In recent years with the accomplished changes in information and communications technique, we had witnessed the appearance of the concept of Customer Relationship Management (briefly, CRM) as an important approach to business which its goal is to returning to the period of personal marketing. This is a very simple concept, which states that, different customers require various products and services and instead of marketing massively people and organizations, they market every customer individually. In this person-to-person approach, the information related to

every customer (like before purchases, their needs) is being used for formulating goods and services to increase its reception possibility (Blery and Michalakopoulos, 2006). This approach is the result of the improvements in information technology. The basic and necessary point that should be pointed out here is that, CRM means Customer Relationship Management, not customer communication marketing. The management has a wider concept than marketing and including the production, human resources, services, selling, researching and developing. Therefore, CRM calls for an organizational approach in all levels of business that would become a customer orienting for performing business, not a simple strategy of marketing. CRM contain all functions of the organization (marketing, production and serve the customer) that need indirect or direct contact with the customer (Hussain et al, 2009).

The Privatization of financial industry, the area expending of trade in global financial institution and the variety of customer needs for financial facilities caused an intensive competition in the banking industry. This intensive competition has caused banks to convert their abilities and facilities from product and service-oriented to customer-oriented. The Customer Relationship Management has determined (as a customer-oriented strategy, base in the IT in an incremental way) by different entities namely banks and financial institution. The different institutions have investigated significantly on Customer Relationship Management (Dardad, 2011).

2. Customer Relation Management in Banking and Financial Institutions

The customer relation management has defined and expended during the 90s decade, coincident with IT as an important approach to business and the aim to return personal marketing. Generally, the change of customer behavior in the services and financial institutions, particularly in the bank due to the monetary nature of their activities has more sensitive and require an accurate and on time planning by banking network administrators. A customer in the bank is

equal to at least an asset. Nowadays, banks have to pay more attention to their customers and try to satisfy customer's demands and desires in a competitive environment and do the things that customer has the complete satisfaction from their banks. In today's market, the cost of losing one customer is equal to the loss of interest which arise from customer needed services during their life and it must consider as an alarm for banks. Moreover, the banks lose the profit of generating services which may arise from the new customer's who introduced by previous customers. Therefore, customer orienting is an important and significant element that needed more attention to be paid. In order to achieve customer-orientation several points must consider clearly and explicitly meet the needs of customers are the most important things among them and will achieve by creating a variety of new services and innovations (Barhate, 2009).

In current years, while the discussion of electronic world introduced, those banks are successful that have the tools and required background to meet the customer needs in terms of electronic banking. Providing the credit card by banks is one of the requirements of customers and those banks are successful which provide the best facilities in this regard with respect to the other competitors. For the banks maintaining constant communication with clients and customers in different ways are essential. This connection can do through the head of each branch or branch employees. One of the most competitive activities in the country is banking. All the banks are trying to attract their customers through advertising and other communication methods (Barhate, 2009).

The first key point for the banks is to be realistic in the competition methods with other banks. The banks have to accept this fact that the other banks are well-known institutions in the community who employ good personnel and these employees are honesty and give the services

to the customers properly as well. Although there is competition in the banking industry, the bank officials and staffs are very friendly with each other and this is a good tradition that should preserve. When customer faced with an obstacle in a bank, will try to satisfy his or her desire in another bank and due to intense competition in the banking area, those banks that can provide customer satisfaction will be more successful (Hossain and Leo, 2009).

Today, customer orienting is one of the most important issues in multilateral developing of organizations. Also banks, as a financial facility provider organization is not exempt from the above matter, but the customer orienting must be the main pillar of their activities, because the most fractions of their investments provided from their customer saving accounts. Today, the customer orienting in banks considered as one of the important policies and bank managers must pay more attention to this matter while they are making bank system policies. The CRM (Customer Relationship Management) in fact is a strategic system that gathers the customer business needs and behaviors to create a stronger relationship. Finally, a strong relationship with customers is the most important key factor in any business. The CRM consisted of three main sections as follows: Customer, Relationship and management (Pecinova, 2011). The customer is the ultimate consumer who creates value in relationships and plays a supporting role. The Relation means, creating faithful and beneficial customers through a lineal communication and management, defined as creativity and leading a customer-oriented business processes and putting the customer at the center of the organization processes and experiences. Today, a strategic importance has been given to the customer relationship with organizations. In the difficult condition of competition the on time and organized communication with customers is the best way to increase customer satisfaction and sales and reduce the costs. Given these issues, Customer Relationship Management in an organization considered as a kind of business

strategy (Cengiz, 2010). Each of professionals and theorists has a different definition of Customer Relationship Management that these definitions can classify in four groups (as strategy, technology, process and information systems).

If ask from four experts that what is CRM? Four different responses can achieve. A group considered CRM as a strategy, some other considered CRM as technology and another group considered it as information systems (Thompson, 2004). The followings are some of the CRM definitions. Customer Relationship Management is a term for a set of methodologies, processes, software and systems that helps the institutions and companies in effective and organized management of customer relations (Bernett and Mcllroy, 2000). Customer Relationship Management means creating and maintaining a personal relationship with profitable customers through the proper use of information and communication technologies (Payne and Frow, 2006).

Customer Relationship Management as a process, consisting of monitoring the customer (such as collecting their appropriate data) management and evaluation of data and ultimately make the real advantage of the information which extracted from interactions with them (Hampe and Swatman, 2001). Customer relation management is the integrated business strategy and marketing that makes integrating technology and process and all the business activities around customers (Romano et al, 2003). Communicating with individual customers by efficiently using, their valuable account information (Kotler, 2002). The definition of key customer relationship system: A system helps the organizations to establish a long-term relationship with its clients. The relationship which is based on "win-win" strategy and designed for wealth creation and is beneficial for the two sides. Every customer interaction is an opportunity. The "opportunity" means not just sell products to customers, but more importantly is the chance of organization to

obtain useful information through contacting with customers, information that will increase organizational learning and assist the organization in finding new ideas and identifying customer preferences (Waheed and Molla, 2004).

The well known marketing expert Philip kotler (2002), knows the ECRM (Electronic Customer Relationship Management) as a part of electronic business concept that explains the use of electronic tools and platforms for guidance of corporate affairs and enable institutions to gives services to customers accurately and fast in a wide range of time and place (Kotler, 2002). The ERSM also can be as a tool to attract and retain the valuable customers from the viewpoint of economic (Romano et al, 2003). Moreover, ERSM is the combination of software, hardware, process, application and management commitment. Finally, ERSM considered as all the necessary process for doing business and creating and maintaining customer relationship through the electronic operations (Fjermestad and Romano, 2001).

Integrated Customer Relationship Management (ICRM): To overcome the limitations of current CRM operations, experts have proposed the concept of Integrated Customer Relationship Management. This concept has been providing the theory framework for defining and establishing communication with customers based on their needs and under market competition.

Besides, this concept offers a practical standardized guide process for an effective customer communication management. The Integrated Customer Relationship Management is base on the fact that companies with strong communication can achieve sustainable competitive advantages in long run. Therefore, the creation of a strong communication with customers is the main goal of CRM operations and act to enhance the communication with customers. This concept

encompasses all the major marketing functions in the process of creating a strong relationship with customers (Legas et al, 2008). Firstly, it defines the communication with customers through connection between organization and customer and set up a type of communication based on the customer basic needs. In this concept, the values are base on the customer needs and determine the communication with customers. In order to attract the customers throughout their lifetime, it is not sufficient to only keep their accounts in the organization database or record their history. An organization must keep its communication with customers based on the best-provided value with respect to the other competitors (Kim et al, 2006).

The key point in ICRM is the understanding of customer relationship under the competitive markets. Who is the customer: customer is a person or organization that makes a contract with another person or organization in exchange for receiving goods or services. Internal and external customer organization: There are two customer groups: Internal and external organizational. The external customer of organization will generate profits for the enterprise, while an internal customer of organization will raise the add value. In the chain value, any person or process comes in for another person or process as a customer (Adhikari, 2009).

3. Classifying the Customers

In terms of psychology, customers are classified in 4 groups: Loyal customers: Customers who accept that goods and services of a company are better than its other competitors. Relatively loyal customers: Customers who consider the products and services of a company a bit better than the other rival company. Disloyal customers: Customers who do not consider the products and services of a rival company better than their eternal company. Rival royal customers: The customers who consider the goods and services of rival company absolutely better than their eternal company (Arya, 2008). The other important factor in setting customer priorities is

according to the "customer attraction". Customer attraction must consider in four aspects such as customer's business, customer products, rival in the customer business and potential of profitability. The main customers of banks refer to the banks for the following reasons: 1. Deposits. 2. Opening the letter of credit. 3. Borrowing. 4. Using the special services. 5. Access to cash. 6. Security of assets. 7. Money transferring. 8. Deferred payments. The new concept of service to customers: The concept of customer services has included a new definition that only a small part of the main organization structure does not allocate to services but the whole organization including the senior managers to ordinary workers have a role and are responsible to meet the needs of existing and potential customers. Even if an individual is not in a position to support a customer directly at least can support the employees who serve the customers. According to this view, serving the customers is included all the matters that the company does in order to satisfy customers and help them to receive the highest value for their purchased services (Chen and Popovich, 2003).

This comprehensive definition covers everything. Anything that in addition to services can be the core of supply and caused its discrimination from the rival's services considered as services to customers.

4. The Goals of CRM

The goals of CRM from Barnett's point of view are as follows: The increase in sales income, the improvement in success rate, the increase in profitability, the increase in customer satisfaction, the decrease in costs of marketing administrative and general sales expenses.

The goals of CRM from Swift's point of view are as follows: Improvement in process of communication with real customers, providing the correct products to each customer, providing

the correct products through proper channels to each customer, providing the correct products to each customer at the right time (Swift, 2001).

The CRM goals from Kalakota and Robinson points of view are as follows: Using the communication with existing customers to increase revenue, using the integrated information for premier services, introducing the consistent processes and procedures frequently (Kalakota and Robinson, 2001). The main goals of implementing the Customer Relationship Management in financial institutions and banks are as follows: Identifying the specific values in each section of market and customers, providing the customers desired values by their requested manner for receiving information, dividing the different parts of market and improving the communication process with target customers, increasing the revenue from services fees, increasing the customer satisfaction and loyalty, optimizing the channels of services to customers, attracting the new customers with regard to the achieved expectation from the previous customers, respect to the customer favorites and comments in order to optimize the strategy and operating processes (Zineldin, 2005). The important advantages of using the Customer Relationship Management in banks are as follows: Easiness, speed, genuineness, accuracy, explicitly, honesty, respect, protection, guidance, support and trust.

In relation to the above aspects, the Iranian banks provided some of them for their customers, including security and trust. In connection with some other factors, such as accuracy, precision, clarity, honesty, respect and guidance, some of the branches of banks operate very strong.

5. Principles of CRM

The application and process for managing the customer relationship base on the basic principles are as follows: Setting goals for each individual customer attract and retain customer loyalty through personal contact, continuous contact with the customer, selecting customer base on the concept of customer lifetime value (Gary and Byun, 2001).

Briefly, the specification of customer loyalty products and their selection according to the concept of lifetime value is the basic principles of implementing CRM. Some of general rules and principles that banks are obligated to observe are as follows: Identifying the specific values of each section of the market and customers, providing the desired values of customers in their requested manner for receiving the information, dividing the different parts of market and improvement in the process of target customer communication, increasing the revenue arise from service fees, increasing the customer satisfaction and loyalty, optimizing the channels of services to customers, attracting the new customers with regards to experiences gained from the previous customers, respecting to the customers comments and desires with the aim to optimize the strategy and operation process (Blery, 2006).

6. The Basic Theories of Customer Relationship Management in Banking

The basic idea of CRM is to determine the future behavior of customers through their similar or current behavior. In other words, people behave like yesterday or previous month. This is partly true and partly false because behavior patterns will change over time. Therefore, the important matter is to predict the future behavior that with this action bank can serve their customers in a better manner with considering their changing demands and preferences. The current information of customers is always right, maintaining the quality of customers behavioral and demographic data (age, gender, income, etc.) are very important points. The correct decision requires the

correct data and information. Do the current data are trustable in the database? The customer database obtained from various sources and by different methods. It is necessary to sort and clean the data periodically and considering a significant budget for it could be helpful in using CRM (Mihelis, 2001).

The essential assumption of CRM is that, customers are always looking for unique products and services. However, this assumption cannot meet, because a particular bank organization cannot always offer all the necessary goods and services. Moreover, instead of making product and services specification, customers purchasing decisions for goods and services will follow a certain trend. The technology development is also important in the decision-making process. Therefore, some people believe in the importance of providing goods and services in a right time and place instead of providing the specified goods and services (Gray and Byun, 2001).

7. CRM without any Place in Iranian Banks

A bank without any customer is meaningless. The banks have three types of customers: 1. Banks which provide financial resources to customers. 2. The customers who use these financial resources provided by banks. 3. The other people who either provide financial resources to banks or also use these financial resources. Definitely, for developing banking system the CRM is a trivial matter. To prevent customer handling issue, the issue of CRM is highly considered and also beside this the issue of knowledge discovery and data mining has been arise, that they are related together. From the CRM technological viewpoint, the acceptance rate of CRM can be related to the size of banks (Lindgreen, 2005).

Nielsen and Luneborg (2003) have argued that customer-oriented technologies such as CRM can implemented much easier for small to medium size banks than the major banks. That is because,

although the proportion of its supporting jobs with total tasks of entities in small to medium size banks can be relatively high, but a major bank usually has a complex organizational structure and systems that the area which it supports seems to be relatively small.

Therefore, a large bank may not observe CRM as an information technology or practical solution but rather as a business strategy. When a company treats with CRM like a strategy, it forces to involve its human resources in a strategy to achieve its desired goals, because different infrastructure elements may influence the attitude or behavior of employees and eventually affect the quality of a company's external business process. In other words, individuals play the role of intermediary between the quality of company's external and internal services that is vital for Customer Relationship Management. Moreover, often the real experiences have shown that the customer relationship maybe is vulnerable when a key employee in the contact area is not available longer. In addition, many of relative studies have expressed that companies have to first satisfy their customers who are in fact the company's internal customers (Perrien et al, 1993).

8. The Position of CRM in the Iranian Banking System

However, although analytical ability and a good source of knowledge have provided an integrated effective and efficient infrastructure for customer relationship process in Iran, but they are not necessary mean as a tool to create a worth maker CRM strategy. The ability of integrated operation can be a tool that can provide the CRM (which extract from the analytical ability and internal knowledge source) in the connect point of customers. Vice versa, the abilities of integrated operations that made possible to achieve the correct data in a correct place and time can be the systematic channels. The CRM can consider as a strategy in order to achieve more information about the needs and business behaviors of customers and can use to achieve strong relationship which customers (Rouholamini and Venkatesh, 2011).

In Customer Relationship Management technique, many other technologies can define and used, but having just a technology picture of CRM is completely wrong. It must considered as a process that can be used for collecting different information from customers, sales sector, the effectiveness of marketing activities, the speed in meeting the customer needs and the market learning. As it is clear, the financial institutions and banks are in a direct relationship with customers and provided services for them, so in the current competitive market they are inevitable to collect the customer behaviors and acting (even the satisfy and loyal customers) for taking a different strategy from their competitors (Rouholamini and Venkatesh, 2011). Peter Drucker said, "In the change highway if we stop the others will pass us". The obvious example of above issue is the changes in the banking interest rate in some of the financial institutions and banks regarding the short-term deposits and other banks subdominant acting in order to avoid reducing their resources in terms of attracting customers by other competitors (Dehghan-Nejad, 2011). With the advent of private banks, the incremental competitive condition and modern economic condition and the stronger development of communication with customers is getting more important.

In fact, the CRM is all the process and technologies that organization employs to identify, select, encourage, develop, retain and serve the customers. In other words, the customer attitude as a bank partner includes six pillars and foundation: 1. the principle of generosity. 2. The principle of trust. 3. The principle of wish. 4. The principle of truth. 5. The principle of equity and dignity. 6. Assessing the preparation of the financial institutes and banks for the implementation of techniques of Customer Relationship Management. The banks have confirmed this fact about implementing CRM that customer satisfaction should be prerequisites for any institutional such as development process and successful business relationship (both of which require that

employees are relatively more familiar with customers. Therefore, the CRM emphasis on the importance of the resources and tripartite abilities, that consists of technology, processes and individuals to implement a successful CRM strategy.

Customer Relationship Management in banks considered as the projects innovations that its realization in the bank has a specific priority. Today, banks have realized the fact that they cannot produce services like past and orienting customers to consume services. In the course of evaluation, paying attention to the customer's needs and their actual and potential interests is essential for success. The improvement in potentials of Customer Relationship Management and uncertainty about its implementation in organizations particularly in banks causes the creation of new attitudes to determine elements regarding investment on the referred administrative management projects. Base on this, many models have created for measuring the organization in order to see whether the organization is ready to implement this technique or not (Peppard, 2000).

9. Modern Scientific Methods in Marketing and Customer-Orienting in Iranian Banking System

Marketing is a tool that can increase the revenue growth in the bank. According to managers of world famous banks, only five present of customers make up over 85 percent of banks profit. In addition, the investigations of researchers in economic affairs show that bank with increasing their valuable and first level customers and creating an effective customer satisfaction, they increase their profitability unprecedently. Also considering the privatization of a large number of governmental banks and also the small differences in banking interest rate in the observation sector and the low cost of public and private banks, banks is required to think and remedy to save

their existed customers and its solution is only manifested in marketing relationship-oriented and effective customer-oriented (Gholizadeh-Manghuta, 2008).

The today's customers have more opportunity to compare the services so managing the financial institutions is more complicated. Therefore, the creative relationships between customers and banks and the collection of quality services and the nature of purchased services during the purchase depend on the quality of interaction between customer and employee. Customer judgments about the banks are base on the ability of the banks to solve the customer's problems and develop their business. In most of developed countries in the world, the final aim of financial institution is doing affairs quickly without wasting time. These are important elements for being successful in current competition. The costumers as the crucial elements considers the technology, speed and technical expertise of banks as the most important and valuable variables of the banks (Oracle, 2002).

The marketing development in banks will take place base on the development of oriented-relationship between customers and banking system. Maintaining the customer relationship is a long-term issue and instead of the current results and outcomes, the future consequences must consider. On the other hand, the quality of customer relationship measured by customer satisfaction. According to the different cultures in the Middle East, the methods of preserving customer relationship would be different. In the countries with an old historical background that the cordial and kind people living there, to strengthen the relationship with costumers the banks pay more attention to the personal and social interactions (Rouholamini and Venkatesh, 2011).

They must put on their agenda the continuous and ongoing social interactions such as meeting, inviting formal and informal conventions and events, participate in the ceremony of customer gifts donation, prizes, economic adviser and explanation of their banking services. In this regard, describing the banking services is very important. In the modern banking world, the explanation of banking services and especially the explanation of electronic banking is necessary (Berry, 1983).

The bank customers have the right to know the banking services through the public media and banks are responsible to explain their services to customers from the first stage until the end stage and assuming that customers do not know anything about the banking services. Any allocation of funds to informing customers about banking services and specially the electronic banking services would have a significant positive effect on banking performances and customers would not go to banks to use the banking services, such as time saving, raising the speed of banking services, increasing the productivity of banks and customer satisfaction. At the macro level, such these outcomes will increase the profitability for each party (Gilbert, C. et al, 2003).

The strengths and weakness of customer relation management in Iranian banking system are as follows: Strengths, Time saving, presenting services with speed and accuracy, improvement in employee dealing with customers, providing the special services to the key customers, providing the consulting services, having a database of customer records, increases the level of customer satisfaction, increases the profitability, the bilateral communication between two parties, increasing the miracles and value of human, weakness, being costly and time-consuming, the rejection of CRM by managers, employees and customers, lack of proper infrastructure for CRM

implementation, the branch location which puts overwhelmed accessibility of bank branches for customers, providing the special services with high quality for customers, the availability of loyal and unfaithful rival customers (Keramati et al, 2009).

10. Suggestions

The following factors are some of the useful methods of successful banking operation: 1. Reducing customer waiting time. 2. Pursuing key customers to participate in the privacy of bank hours and providing them with the special services. 3. Providing a database for key clients. 4. Providing the required extensive training for staffs, on how to deal with bank customers, particularly tellers. 5. Using the active professional and efficient employees in the banks. 6. Using the more advance equipment. 7. Closer monitoring of the staff's performance. 8. Motivating different employees in order to achieve the goal to add the values revolved and encouragement. 9. Having a plan to float employees. 10. Combining the CRM technique with an approach to QFD, the result of this combination would be the qualitative services to customers. 11. Creating a working group or committee to review complains and requests of customers that require time and fund. 12. Putting yourself instead of your customer to feel as he or she feels. 13. Do not forget your old customers while looking for new customers.

11. Conclusion

The most profitable and suitable strategy for banks is customer orienting and the fundamental of banking system is customer. By using CRM, banks can make the sales cycle shorter and increase the customer loyalty to build closer relationship and increase revenue. The CRM system can help to keep the current customers and save them simultaneously with absorbing the new customers. One of the more important expectations of customers from banks is the speed of banking

operation and reducing the waiting time in the competitive banking environment, those banks are more successful that can achieve the customer loyalty.

Iran has been placed in the world ranking, in the lowest place for using technology and absorbing customers and is moving forward always behind the other countries. The banking system has to provide the current needed services of the society, proportional to the market structure and provide the needed action in order to speed up the growth and social welfare of the country. If the country equipped with the most modern equipment in the banking system but the banking system has not a good communication with customers, it would have a very bad effect on the Iranian banking system performance. The current customers require the highest speed of the banking operation, with a good behavior or behaving from banking employees. The best advertising is nothing, except the well behaving and behavior of the banking employees. The other important variable in absorbing the customer satisfaction is the operating of the employees. Due to this fact that, usually the evaluation of quality of services is getting old in the presence of customers and it affected by the preface, the present, the behave, the polite, the questionably, helping and understandably of customers. Therefore, in order to achieve the marketing customer orienting, the banks should meet the needs of employees and specially the tellers.

 The tellers are one of the main members of the banks who have the first and direct contact with customers and they can absorb the customers or fend off them. According to the customers perspective the behavior of the tellers is presenting the behavior of the bank and customers assuming the behavior of the tellers as the behavior of the whole bank. A not modern bank with a good teller can absorb many customers by a well behaving teller and absorb many investments by a good behaving teller. Generally, the different ways of implementing CRM cannot help to

achieve its desired goals. In a system that determines its rules for a short time, the customer goals must achieve in the presence of the way that the CRM has conducted.

The current banking system is required the new methods such as the efficient marketing and customer orienting, the modern technologies, providing the necessary and needed services to customers. These are the factors that if every bank doing well according to them, can move forward successfully in the competitive market to absorb more customers and the highest level of financial resources and consequently, can achieve the permanently supply services with the highest level of efficiency and profitability. Moreover, the information technology can make the customers communicating easy with the banks and increase the speed and efficiency of banks through providing the best information and services to customers. The way of providing these services and the condition of providing and allocating the financial and credit resources can create an environment to improve the operation and innovation in providing or allocating services to customers. Namely, the most important facilities, services and information that can allocate to the customers are via internet and mobile, in addition to the ATM machines and POS terminals and credit cards. These types of services can be very useful for cutting the costs and using the time efficiently in banks, of course, it will come true if these services provide to the customers in a correct way.

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