

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME**

**ROYAL CUSTOMERS PERCEPTION ON CUSTOMER
RELATIONSHIP MANAGEMENT PRACTICES OF
AYEYARWADDY BANK**

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ABSTRACT

This thesis aims to study of royal customers perception on customer relationship management practices of AYA bank. According to these aims, this study focuses on Royal customers of AYA Royal Banking service. It is Descriptive statistics method is used in this study. Primary data were collected from responsible persons of AYA bank and 60 out of 128 royal customers of AYA royal banking and selected based on using convenience sampling method and interviewed with structured questionnaire. The sample size represent the 47% of royal customers of AYA bank. Secondary data are also collected from the profile of AYA bank, text book, and internet website.

In regarding of the findings, AYA bank uses the 5 dimension of CRM Practices, which are efficiency, courtesy, professionalism, reliability, convenience. Most of the royal customers are satisfied the current CRM practices on AYA bank and they give the more than average rating on each dimension due to the well trained staffs appointed by AYA Bank to provide the each and every corporate royal customer. Courtesy is the most satisfied by the royal customer and Efficiency is the last satisfied dimension. AYA bank is the only one local bank which support the royal banking services to provide their customer beyond the banking service. The study found that most of customer perceived that AYA bank's current activities reflect an average focus on the client needs even though AYA is the most innovated bank in the Myanmar. In conclusion that AYA Bank maintain the continuous development program on their CRM practice to attract the new customers, and retain the old one and to build a loyal relationship with banks in the new and highly competitive banking sector reform.

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LIST OF ABBREVIATIONS

CRM	Customer Relationship Management
ATM	Automated Teller Machine
AYA Bank	Ayeyarwady Bank

CHAPTER I

INTRODUCTION

A sound financial system is the lifeblood of any nation economy, and its smooth functioning is central to achieving these goals. The financial system in Myanmar is dominated by the banking sector. Banks play an important and active role in the economic development of a country. If the banking system in a country is effective, efficient and disciplined it brings about a rapid growth in the various sectors of the economy.

Myanmar's banking system was the envy of Asia before the country nationalized banks in 1963, when it had 10 domestic and 14 foreign banks which is the largest concentration of foreign banks in Southeast Asia at that time. But after the 1962 marked the beginning of military rule, a series of policy shocks had buffeted the finance sector and stunted its development.

Fortunately, the new government of Myanmar the broad outlines of a reform strategy to develop a stable and efficient finance sector that can again support rapid and inclusive growth. It is likely that the new banking law was passed recently and other regulations will be issued by the CBM, helping the sector to move further towards international standards and best practices. With so many institutions and so much opportunity, banks are starting to become more competitive. Technology investment is one area of focus. The challenge between the banking sectors is not only on competition but also the level of innovation to serve the customer need and wants. After allowing to open the representative office of the foreign banks, the competition is not only between the local banks but also to face competition from foreign giant players.

Customer Relationship Management (CRM) and its potential to help them to acquire new customers, retain existing ones, and maximize their lifetime value. CRM came into the power when banking institutions started to become more and more competitive. The focus on CRM increased bank's abilities to understand their customers' current needs more precisely and also helped them to understand their customers' behaviors.

1.1 Rationale of the Study

Today, in the banking and financial services industry, the customer is empowered with choice. Brand loyalty is rare and likely linked to a loan or some other contractual obligation. The banking industry was selected for CRM research because, in general, banks are more advanced in terms of technology adoption than many other organizations. One of the reasons is that other organizations do not usually require the level of information from their customers which banks do; banks keeps a lot of in-depth information about their customers.

Current regulations by the Central Bank allow local banks to continue developing their retail and corporate services to local clients while enabling foreign banks to learn about doing business in Myanmar—a win-win outcome, rather than a zero-sum competition. Myanmar banks have been cover behind regional and international banks in almost every area including capital, expertise, technology, etc. Most of local banks fear that foreign banks would come to dominate over them. That’s why most of the local banks are trying to apply the CRM practice and retained customers.

Ayeyarwady bank is one of the leading bank in Myanmar and the AYA royal banking service is the only one product to provide the customer needs and want beyond the banks in Myanmar. One of the AYA bank’s corporate goals is to achieve a high level of customer satisfaction through the provision of innovative products and excellent services by constructing customer relation management.

CRM practices properly operative in banks also allows customers to trust their respective banks in terms of their financial matters. AYA bank also uses CRM practices with various ways to compete other local banks and foreign banks. Therefore, this paper intends to analyze the CRM practices in bank of AYA and to explore the royal customer’s perceptions toward its CRM practices.

1.2 Objective of the Study

A CRM system is a sound business strategy for banks to help create brand value and identify and understand their customers’ needs by providing targeted,

timely and relevant information that can add value to their customers. This study intends to achieve the following objectives.

1. To identify the practices of Customer Relationship Management in AYA bank.
2. To examine the royal customer perception on Customer Relationship Management practices of AYA Bank.

1.3 Scope and Method of the Study

AYA Bank operates (150) full service branches and (1) royal bank to promote the customer relationship for royal customers. AYA royal banking launching on 26 May 2015 at Novotel Yangon Max Hotel. AYA royal banking provides the premium benefits for their high valued customers. currently up to Nov, 2016. AYA royal bank provide the fully support for 128 royal customers. The thesis is therefore limited to the royal customers of AYA royal bank. For getting the customer perceptions, the thesis is limited to 60 royal customers out of 128 of royal customers.

The descriptive statistics method is used in this study. As a primary data collection, questionnaires were constructed and personal observations were employed using convenient sampling method to gather information and will be collected from 60 persons of AYA royal customers. Secondary data and information will retrieved from previous research paper, AYA bank's publication reports, AYA customer care hand book, employee manual, text book, lecture notes and internet websites.

1.4 Organization of the Study

In order to present the overall of the thesis's structure, this study was constructed in sequence under five different chapters. Chapter (1) is the introduction which include rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter (2) provides theoretical background of the customer relationship management. Chapter (3) describes the profile and practices of CRM in Ayeyarwady bank. Chapter (4) analysis of royal customer perception on CRM practices of AYA bank. Chapter (5) deals with conclusion that contains findings, recommendations and needs for further study.

CHAPTER II

THEORETICAL BACKGROUND OF CRM

This chapter intends to describe theoretical background of Customer Relationship Management. Therefore, in this chapter, definition, objectives, types and benefits of CRM, importance of CRM in banking sector and customer perception are presented.

2.1 Definition of Customer Relationship Management (CRM)

Customer Relationship management (CRM) is a widely implemented model for managing a company's interactions with customers. It involves using technology to organize, automate, and synchronize business processes principally sale activities, but also those for marketing, customer service, and technical support. The overall goals are to find, attract, and win new clients, nurture and retain those the company already has and reduce the costs of marketing and client service. Customer relationship management describes a company-wide business strategy including customer-interface departments as well as other departments. Measuring and valuing customer relationships is critical to implementing this strategy.

Some of the definitions for customer relationship management from the view of different theorists are as follows:

Customer Relationship Management (CRM) begins with the concept relationship marketing introduced by (Berry in 1983) to attract and to maintain the relationship between customer and organizations. The 'R' of CRM stands for 'relationship'. The relationship marketing theory is based on market and network (Moller and Halinen, 2000) while customer relationship management (CRM) is based on the justice theory to explain the customer involvement as these elements influenced satisfaction, loyalty and trust.

According to Gray and Byun (2001), CRM is an abbreviation for customer relationship management, not customer relationship marketing. Management is a border concept than marketing because it covers strategic management, human resources management, marketing management, service management, knowledge

management, sales management and research management and development management.

Al-Badawi and Enayat Tabar (2006) defined customer relationship management is comprised of 3 parts: customer, relationship, management. Concept of customer is the ultimate consumer who has a supporting role in valuable relationships. Concept of relationship is to build loyal and profitable customer relationships through the learning relationships. Management is creativity and guiding of a customer-oriented business processes and placing the customer at the center of procedures and experiences of the organization.

Payne and Frow (2005) gave a definition as “CRM is a strategic approach that is concerned with creating improved shareholder value through development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and it to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and co-create value with them.

Turban et al., (2003) defined as CRM is a part of the organization strategy for identifying and keeping customers satisfied and converting them to a repeat customer. In addition, in line with the customer relationship management, it helps the company in order to maximize the value of every customer.

As Parvatiyar and Sheth, (2001), CRM is a comprehensive strategy and process of acquiring, retaining and partnering with customers to create superior values from the company and the customer.

Swift, (2000) describe, it is a method of understanding the customer behavior through intense communication with him/ her to improve the performance, which is represented in attracting the customer, keeping him/ her and increasing his/ her loyalty and profitability.

2.2 Objectives of Customer Relationship Management

It is considered that CRM is not a product or service, it is an overall business strategy that enables companies to effectively management relations with their

customers. It provides an integrated view of a bank's customer to everyone in the organization. The goal of an efficient CRM strategy is to develop, keep and retain profitable customers. Therefore CRM objectives can also be expressed as follows:

- Increasing Revenue
 - Identifying new opportunities
 - Reducing missed opportunities
 - Reducing customer defection
- Building customer loyalty
 - Improving customer service
 - Enhancing appearance of organization
- Reducing costs
 - Storing of organization information
 - Reinventing marketing

2.3 Benefits of Customer Relationship Management

Growth and profitability in the financial services industry is driven largely by client loyalty. The client then is one of the most valuable assets in the competitive financial service industry. To remain relevant, competitive and win customer loyalty, companies are resorting to client relationship management solutions. Three reasons why companies are adopting CRM as intimated by Guy Riddle (2005) are:

- a. CRM enables business to adopt customer-focused approach and build stronger customer relations.
- b. CRM streamlines business processes by reducing operational costs and increasing an organization's responsiveness to market developments.
- c. CRM optimizes marketing, sales and customer service processes, allowing business identify new market opportunities, shorter sales cycles and increased customer retention.

It offers many direct and indirect benefits to companies that use it, most of which are related to perpetual improvement of the total customer experience.

According to Crosby (2002), long term customers are less costly to serve and smooth running relationships are less resource intensive.

According to Swift (2001) maintains that organizations can obtain enormous benefits from CRM initiatives in the following areas:

a. Increased Revenue and Profitability

Any business system that has been widely adopted means that companies have seen it benefit the bottom line. Businesses are interested in increasing revenue while reducing costs. CRM is viewed primarily as a revenue enhancer, but cost savings are also factored into marketing and other areas.

CRM attempts to optimize the total customer experience, which enhances loyalty and long-term profits per customer. It also focuses on a company's most profitable customer, tailoring revenue-driving activities to that specific group.

b. Higher Customers Retention and Loyalty

The customer retention will increase when customers stay longer, buy more and buy more frequently. The customers take are initiative that increase bounding relationship, and as a result the customer loyalty increases.

c. Innovate Customized Service

Delivery of a high-quality, high reliable customized experience is central to the customer service component of CRM.

d. Highly Target Marketing

Marketing is generally the champion of CRM in an organization. Targeted marketing is one of the most visible benefits of CRM. With captured data from customer profiles and transactions, marketers are able to better identify target markets, rank customer according to lifetime expected value, and tailor advertising and promotional campaigns to individuals. This enhances the marketing response rate and reduces inefficiencies.

e. Evaluation of Customer Profitability

When an organization gets to know which customers are profitable and those that might become profitable in the future, it can strategize and focus on this profitable segment of customer.

f. Reduced Cost on Sales

Existing Customers are more responsive and thereby reducing cost.

g. **Reduced Cost of Recruiting New Customer**

Reduced cost of recruiting new customers results in savings on marketing, mailing contact, follow up and service in general. When long-term customers increase, the need to recruit many new customer decrease.

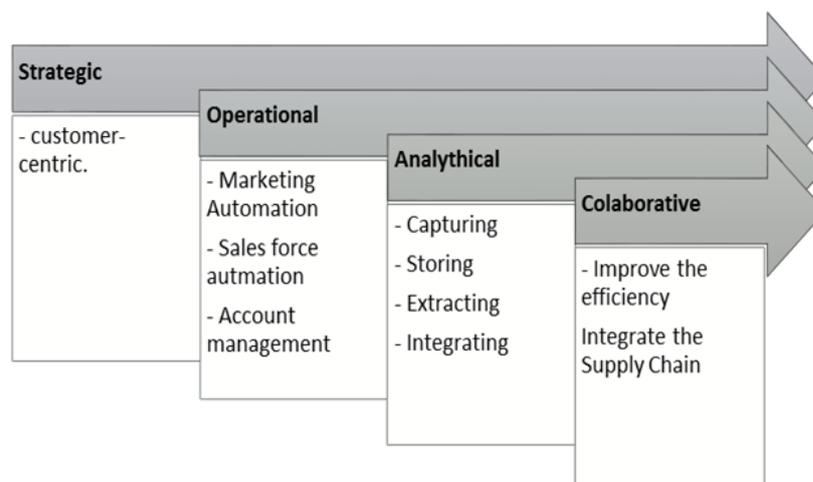
h. **Improved Organizational Culture**

By nature, CRM programs cause departments especially in deposit department, loan department and remittance department in an organization to collaborate to meet customer-centric goals. CRM helps break down traditional departmental barriers. Companies use software applications to gather customer data, analyze it, and deliver on sales, marketing and service efforts. This process requires teamwork and communication across all of a business's departments, including IT, Finance & Account, Internet Banking, Card Department, Business Development Units, Royal Banking Department, International Banking Department and etc....

2.4 Types of Customer Relationship Management

Some of the differences of opinion can be explained by considering that a number of different types of CRM have been identified in the following four types:

Figure (2.1) Type of CRM



Source : Customer Relationship Management Concepts and Technologies 2nd edition, FRANCIS BUTTLE

Strategic CRM

Strategic CRM is focused upon the development of customer–centric business culture like a bank. This culture is dedicated to winning and keeping customer by creating and delivering value better than competitors. It collects, segregates, and applies information about customers and market trends to come up with better value proposition for the customer. The business considers the customers’ voice important for its survival.

Operational CRM

Operational CRM automates and improves customer-facing and customer supporting business processes. It includes the following automations: Sales Force Automation, Marketing Automation, and Service Automation and integrated.

Analytical CRM

Analytical CRM focuses on the intelligent mining of customer-related data for strategic or tactical purposes. Analytical CRM is based on capturing, interpreting, segregating, storing, modifying, processing, and reporting customer-related data. Analytical CRM can set different selling approaches to different customer segments.

Collaborative CRM

Collaborative CRM applies technology across organizational boundaries with a view to optimizing company, partner and customer value. It is an alignment of resources and strategies between separate businesses for identifying, acquiring, developing, retaining, and maintaining valuable customers.

Kwame Dzato (2007) noted that the CRM strategy of Banking Industry Organization need to focus on the following 3 components these are

1. People
2. Process and
3. Technology to maximize the value exchange. These 3 components are indicated that financial institutions who want to adopt CRM systems need to address these 3 Critical Factors.

2.5 Importance of CRM in Banking Sector

Banking sector is a customer oriented services where customer is the main focus. Therefore Banking sector is needed to understand more on customer's need and their attitude so as to build a long term relationship with banks. According to Stewart (1998), customer received negative response from banks pertaining to waiving charges, standard procedures and keeping quiet. Though employees are important to have good attitudes, managers also need to have these characteristics to formulate plans benchmark, set the target, and improve the companies' performances from time to time which they can compete to each other to show that they are capable to have good relationship with customers (Lu and Shang, 2007). In banks, service quality is very important. Service quality can be defined as the degree of excellent services provided by organizations towards their customers. CRM should involve every department in banking organizations. Liang, et.al.,(2009) explored CRM performance in bank from three departments; department of loans, department of deposit and department of card credit. Their findings showed that customer perceptions positively affect financial performance. Therefore Banking Managers should have a good relationship with their customers and that treating them as partners would help improve financial performance.

2.6 Definition of Customer Perception

Customer perception refers to how customers view a certain product or services or process based on their own conclusions. These conclusions are derived from a number of factors, such as satisfaction and loyalty based on their overall experience.

Perception can be split into two processes. Firstly, processing sensory input, which transforms these low-level information to higher-level information (e.g., extracts shapes for object recognition). Secondly, processing which is connected with a person's concepts and expectations (knowledge) and selective mechanisms (attention) that influence perception.

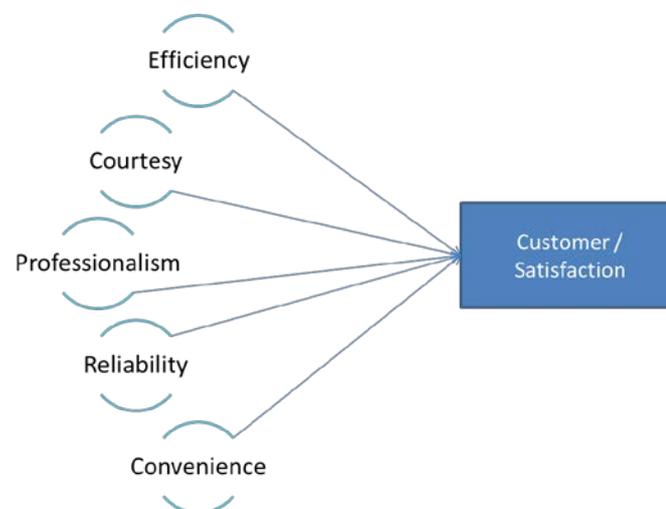
Customers perception is one another element which playing significant role in the determination of customers satisfaction. Satisfaction will influence by perception of service quality, price, and other personal expectations regards to service. It is a

judgment that, a product or service feature, or the product or service itself, provides a pleasurable level of consumption related fulfillment (Oliver, 1994). Moreover, disconfirmation of expectations may have an asymmetrical effect, such that negative disconfirmation is more impactful than positive disconfirmation. However, customer satisfaction is based not only on the judgment of customers towards the reliability of the delivered service, but also on customers' experiences with the service delivery process. In other words, customers who appreciate the core and relational dimensions of service quality provided by a service provider are likely to be satisfied with the services offered by that service provider (Jamal and Naser, 2002).

2.7 Conceptual Framework of AYA Bank

To develop a conceptual framework for CRM Practices, AYA Bank adaption and developed a CRM model by the AYA bank's management in line with the local culture. In its framework shapes external, internal and interactive CRM Practices, Perceptions and Organization Service. It also suggests that CRM Practice has a consolidating role in adjusting approaches and perceptions of customers with employees' and companies corporate practice. In the AYA CRM Practices framework, AYA shapes to 5 dimension. These are efficiency, courtesy, professionalism, reliability and convenience. It is shown in Figure (3.2).

Figure (2.2) Conceptual Framework for CRM Practices of AYA Bank



Source: AYA Customer Care Handbook

CHAPTER III

PROFILE AND PRACTICES OF CRM IN AYEYARWADY BANK

The objective of this chapter presents about profile of the AYA bank and to identify the practices of CRM in AYA Bank. Therefore, this chapter include the background information, head office and numbers of branches, mission, vision and brand promise, organization structure and number of employees, products and services, own conceptual framework of AYA and about the royal banking and practices of CRM in AYA bank.

3.1 Background of the Ayeyarwady Bank

Ayeyarwady bank received its banking license from the Central Bank of Myanmar on 2 July 2010 and began operations on 11 August 2010. The bank is authorized to operate as an investment or development bank for the domestic market and the approved banking activities include:

- a. Borrowing or Raising of money
- b. Lending or Advancing of money either secured or unsecured
- c. Receiving securities or valuables for Safe Custody
- d. Collecting and Transmitting money and Securities
- e. Provides International Banking Services including international remittance, payment and trade services.

Ayeyarwady bank subscribes to global standards in governance, risk and compliance in its management and operations. The bank has engaged talents with both domestic and international exposures and has invested significantly in training and technology as a way to ensure long term sustainable growth for the bank and for the community it serves.

Since its inception, the bank has grown steadily with the number of branches increased progressively to one hundred and fifty branches and customer deposits grew healthily to Kyats 2.8 Billion as at end March 2016, signifying increased confidence among the public in the bank.

For the years ahead, the bank will continue to extend its branch network throughout Myanmar. It will continue to focus on building relationship with

customers, providing excellent customer service, and leverage on technology as the enabler to enhance its customer base. At the same time, the bank aims to strengthen its governance, risk and compliance structure as a measure to ensure balance and sustain grow.

3.2 Head Office and Branches of AYA Bank

AYA Bank Head office is located the No. 416, Maha Bandoola Garden St., Middle Block, Kyauktada Yangon. AYA Bank successfully and proudly to open its branches in all of 15 Divisions and States except Chin State. There are (69) branches in Yangon Division which is the most outlet division. The most second outlet division is Mandalay and has (27) branches. The third in number is (11) branches in Ayeyarwady Division. There are (9) branches in Naypyitaw, (7) branches in Shan State, (5) branches in Mon State and Magway Divison, (6) branches in Sagaing Division, (3) branches in Bago Division and Tanintharyi Division, (2) branches in Kayin State and (1) Branches in Rakhine State and Kayah Division.

AYA Bank started its operations in August 2010 with the opening of Naypyitaw Head Office. AYA bank had expanded 5 branches within 2010. In 2011, number of branches increased to 18, 30 in 2012, 54 branches in 2013, 100 branches in 2014, 132 branches in 2015 and had steadily expanded its network of branches up to 150 branches in March 2016.

Table (3.1) Number of Branches in Ayeyarwady Bank

No	Year	Number of branches	Cumulative Branch
1	2010	5	5
2	2011	13	18
3	2012	12	30
4	2013	24	54
5	2014	46	100
6	2015	32	132
7	2016	18	150

Source: Interview Data, 2016

AYA bank contributed its correspondent bank in Sweden, Germany, China, Korea, India, Thailand, Vietnam, Malaysia, Singapore, Indonesia, Japan. Name of the correspondent bank can be seen in table (3.2).

Table (3.2) Correspondent Bank of AYA Bank

No	Country	Name of Correspondent Bank	Quantity
1	Sweden	Skandinaviska Enskilda Banken	1
2	Germany	Commerz Bank, Sparkasse	2
3	China	ICBC	1
4	Korea	KB, Hina Bank	2
5	India	HDFC, United Bank of India	2
6	Thailand	Excellence, Bangkok Bank, SCB	3
7	Vietnam	Vietcom bank, BIDV	2
8	Malaysia	CIMB Bank, May Bank, RHO, Public Bank	4
9	Singapore	OCBC, UOB, DBS, May, HDFC	5
10	Indonesia	CIMB Bank	1
11	Japan	Mizuho	1

Source: www.ayabank.com

3.3 Vision, Mission and Brand Promise of AYA Bank

For the years ahead, the bank will continue to extend its branch network throughout Myanmar. It will continue to focus on building relationship with customers, providing excellent customer service, and leverage on technology as the enabler to enhance its customer's base. At the same time, the bank aims to strengthen its governance, risk and compliance structure as a measure to ensure balance and to sustain growth.

With a vision to be a leading bank in Myanmar, AYA bank seeks highly-motivated individuals who share our passion for growth and success; and who would like to make a difference. AYA promote a learning culture within the organization and engage in excellent learning opportunities, reward high performers and provide our employees with career mobility opportunities across our different business units.

To be recognized as the leading bank in Myanmar through pursuit of excellent and long term sustainable growth for the bank and its stakeholders. AYA bank is the bank of choice for anyone who is looking for fast, reliable, honest banking relationships at reasonable cost. AYA bank offers the full range of retail and commercial banking products and services and is in tune with domestic customs and international standards in its governance and operations. For your long term banking needs. AYA bank is your trusted partner in Myanmar.

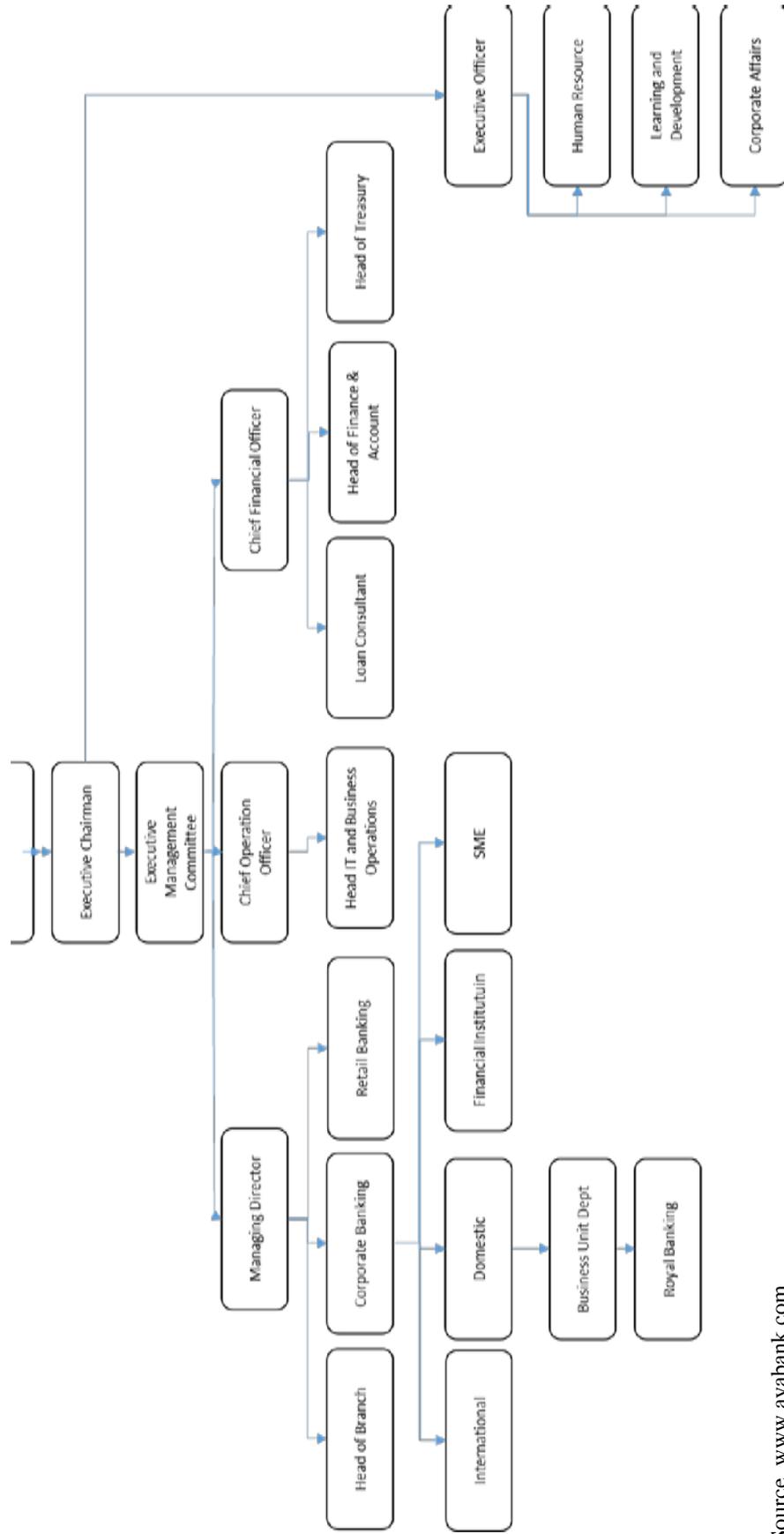
AYA bank set the corporate goals for their customer to achieve a high level of customer satisfaction by:

- a. Providing honest, efficient and courteous service
- b. Offering a full range of products and services
- c. Providing easy accessibility in terms of reach and delivery channels
- d. Employing technology as the enabler for all customer service endeavors.

3.4 Organization Structure of the AYA Bank

AYA bank board of directors compose with the 9 members include 6 executive directors and 3 non-executive directors. AYA bank governance build up as the two tire committee. Upper tire committee is board committee and lower tire committee is management committee. In the upper tire committee divided into 5 committees (executive committee, remuneration committee, nomination committee, compliance and legal committee, audit & risk committee). AYA bank are running with 6662 employees in 150 branches.

Figure (3.1) Organization Structure of Ayeyarwady Bank



Source. www.ayabank.com

AYA bank is currently operate head office in 1342 employees and branches 5320 employees in 2016. There are 16 departments, these are finance and account department, audit department, human resources department, banking operations department, business unit department, information technology department, card operations department, loan department, administration department, corporate affairs department, branding & marketing department, enterprise risk management department, legal department, treasury department, international banking department and e-channel department. Among these departments AYA royal bank is under the business unit department. In this AYA royal bank is run with 8 personal relationship managers and 35 operational staffs.

Table (3.3) Number of Employees of AYA Bank by Head Office and Branches

Year	Number of employees at HO	Number of employees at branches
2010	174	600
2011	180	678
2012	196	1163
2013	325	1924
2014	412	3345
2015	665	4512
2016	1342	5320

Source: Survey Data

3.5 Products and Services of AYA Bank

AYA bank offers the full range of retail and commercial banking products and services and is in tune with domestic customs and international standards in its governance and operations. Ayeyarwady bank is the bank of choice for anyone who is looking for fast, reliable, honest banking relationships at reasonable cost.

Table (3.4) Products and Services of AYA Bank

No	Products and Services	Launched Date	
1	Saving Deposits	Saving Account	Aug 2010
		Interest Maximizer Account	Feb 2014
		Loyal Account	Feb 2014
		Premium Saving Deposit	Feb 2014
		Fixed Deposit	Aug 2010
2	Current Deposits	Current Account	Aug 2010
		Foreign Currency Account	July 2012
3	Loan and Advances	Loan and Overdraft	August 2010
		Hire Purchase	Nov 2011
		Education loan	Oct 2016
4	Remittances	Local Online Remittance Service	August 2010
		International Money Transfer Service	December 2011
		SWIFT Telegraphic Transfer	July 2012
		Payment Order	August 2010
5	Cash Management	Receivables Management	August 2010
		Payable Management	August 2010
		Liquidity Management	August 2010
6	Card Payment	Debit Card	November 2011
		Credit Card	March 2016
		MasterCard	July 2013
		World Travel Card (VISA Prepaid)	11 June 2013
7	eBanking Services	iBanking	June 2014
		mBanking	January 2015
		Electronic Bill Payment	July 2015
8	Services	Trade Services	August 2010
		Royal Banking Services	May 2015
		Foreign Exchange Service	October 2011
		Safe Deposit Boxes	August 2010
		Correspondent Bank	October 2011

Source: www.ayabank.com

3.6 Royal Banking Services of Ayeyarwady Bank

AYA royal banking is a banking system organized with exclusive customers. AYA nominated those customers as Royal Customers. AYA offers premium benefits to royal customers. Offers are -

1. Supports full service to the customers even with “Beyond Banking Services”.
2. Delegate the relevant and well trained personalize relationship managers for each and every royal corporate customer in order to support full range of services to the royal customers in time
3. Provides conference rooms to the customers for their own privacy during processing customers’ business affairs
4. Having safety deposit box for royal customers to keep their important documents and precious things
5. Working hours to 9:00 am to 5:00 pm including saturday to offer the customer with “Beyond Banking Services”.
6. Allowing special discounts at the authorized locals and international hospitals and hotels of AYA
7. Exempt charges of swimming pool, fitness center, tennis court and karaoke in Novotel Hotel (Yangon)
8. Serving with coffee and confectionery
9. Free transportation with high-branded cars to and fro of airport.

Customer Centricity System of AYA bank is a system an approach to focuses on providing a royal customer experience both at the point of banking transactions and beyond the banking service to drive profit and gain competitive advantage. The philosophies and operations of customer-centric businesses revolve around their most valuable customers and making sure they're happy, reliable and trusted to AYA royal bank.

1. To enhance our service level, we launched a customer service program focused on improvements in efficiency care, professionalism, reliability and convenience.
2. Alignment of business processes based on customer first view.

3. Launch of our Ayeyarwady bank royal premier banking to support our most important clients with exceptional service, lifestyle benefits and differentiated product offering.

3.7 CRM Practices of Ayeyarwady Bank

To be recognized as the bank with the best customer service by consistently meeting and exceeding our customer's requirements and expectation for the following five dimensions:

3.7.1 Efficiency

In the workplace, productivity, innovation and efficiency are always keys to build up the working condition and to get more customer satisfaction. AYA defined standard of their services which can be compared with not only local banks but also international. Once a customer arrives, they will not have to wait more than 5 minutes to be served. They will not have to wait more than 10 minutes to complete a simple transaction or passbook issue. Moreover, they won't have to wait more than 20 minutes to create an account for individual use or cheque book issue. In System Availability, the banks open at 9:30 am to 3:00 pm. As an exception it opens at 8:30 am to 2:00 on the last working day of every month. The foreign exchange sections and MAX 7 systems are also available during working hours as above. Automatic Teller Machine (ATM) and iBanking and mobile banking are available 24/7. When the customer ask to do their needs and wants related with the AYA banking service, AYA bank staffs need to fulfill their requirement in efficiently and effectively.

3.7.2 Courtesy

The royal bank has golden service standard which is a metaphor of the great services of the bank. This include greeting customers with a warm smile, open arms which is welcoming customers with positive body gestures or comments, listen and look attentively to what customers' needs and delivering services in an efficient, confident manner and with urgency with audible, clear and gentle voices. All of the AYA bank staffs well trained to express their appreciation to the customer with warm and sweet smiles. They also express neighborliness by respecting race, religion,

customs and age of both customers and colleagues alike, and standard opening and closing scripts which is greeting walk-in customers as they arrive or leave. They usually request politely and apologize for the inconvenience if customers have to wait for some reasons. They also follow the telephone etiquette that is answering the phone, greeting scripts, call holding scripts and closing scripts. They have to take responsibility for the call to satisfactorily end.

3.7.3 Professionalism

All staffs must wear their uniforms and badge proudly with no flashy jewelry, fancy hair color hair style or hidden tattoos. They shouldn't be eating, groom, using mobile phone, reading newspaper chewing betel nut or playing computer games in the customer's presence. They should be acknowledge the presence of customers, be sympathetic and show genuine interest and responsibility even for minor inquiries. They have to follow the staff code of conduct. They have to keep their customers' information confidential at all times. It is prohibited not to request for any gifts or tip money, not to criticize colleagues, managers, customers or other third parties and arguing with customers. The argument with colleagues should be done discreetly. It isn't allowed to engage in personal or self-business other than banking matters during work hours.

All of the staffs must have orientation training about the history and development, stakeholders and organization. In addition, they also have to know types of services available features, terms and fees of the products and services and the policies and procedures of the bank. They do have to be responsible of their roles and duties. Moreover, they need to understand the background and local customs, community leaders, development in the area and the organization chart and roles of colleagues.

3.7.4 Reliability

In order to get the reliability of the customers, a service champion was selected in every branch. He or she will act as a service champion of their branch to monitor the customer service improvements and implement the plans and procedures from head office (HO). Every staffs must check how many training conducted on

customer service training, how many customer service meeting has been conducted, how many service audit has been conducted and how many feedback from customers it has been conducted in last 3 months. The bank itself guarantee the accuracy that there will be no error transactions by staff, no error transactions due to system and no encounter of cash excesses or shortage. Moreover, it also claim itself that there will be accuracy of information on brochures, other collaterals in branch and information provided to customers.

3.7.5 Convenience

For the convenience and comfort of all customers, all of the buildings are cleaned and well maintained regularly. It also has parking availability, cleanliness of surrounding areas, bright and clearly visible signboards and ATMs in bright and clean areas. Staffs must keep their workplace clean and tidy at all times. There are many facilities which will make the customers comfortable and convenient such as air con. In addition, security guards, alarms, and CCTV cameras on every entrances and exits of the bank in order to feel safe to the customers. There will also be sufficient seats for the customers to wait, provision of water and refreshment while waiting.

CHAPTER IV

ANALYSIS OF ROYAL CUSTOMER PERCEPTION ON CRM PRACTICES OF AYA BANK

This chapter discusses on the data collection in this study especially in questionnaire. According the results of the analysis with questionnaire and other interviews, the research method, survey design, analysis on customer perception towards CRM practice of AYA royal banks and comparative analysis of the royal customers' perception on the CRM practices of AYA bank are analyzed and interpreted in this chapter.

4.1 Research Methods and Survey Design

In order to answer the research questions stated in the beginning of this thesis in the best possible way a literature review on the current topic was conducted. The literature review laid the foundation for the descriptive research.

In order to get the objective of this study, descriptive statistics method is used. The intention is to describe and understand what do royal customers think of CRM practice on AYA royal bank? Descriptive research can be structured and inflexible in its forms and therefore, exploratory research is often used prior to the descriptive in order to gain more insights, By using an research design, structured questionnaire was used in this personal survey, and a five point balanced Likert Scale was used to develop customer perception towards CRM approaches practiced by 5 Dimension of AYA CRM Practice. In order to examine the Royal customer's perception on customer relationship management practices of AYA bank. In this study, the respondents were selected by using convenience sampling techniques. A questionnaire was used as an instrument for data collection.

The first part includes the questions on the general background of the customers, namely gender, age, education, marital status, occupation. The second part is made up of 20 pairs of five-point Likert scale (ranging from "strongly disagree =1", "disagree = 2", "Neither agree nor Disagree = 3", "Agree = 4" to 5 "strongly agree") divided into 5 main dimension (Efficiency, Courtesy, Professional, Reality, Comfort).

As a sampling method, the convenience sampling was employed in this study. By this way a sample of 60 out of 128 royal customers who hold fixed deposit account at least 3000 lakhs within one year of Ayeyarwady Bank were selected. After collecting the required data, the data were analyzed by using the excel work sheet.

These points of contact or “moment of truths” decide whether the customer will come back or shift to the next door competitor. Consequently, it is imperative that we manage these service encounters effectively for the survival of the bank depends on our customers.

4.2 Demographic Profile of AYA Bank’s Royal Customers

This section presents the profiles of selected 60 royal customers who are holding fixed deposit account at least 3000 lakhs within one year in Ayeyarwady Bank. The profiles cover the gender, age, education, marital status, occupation, income, and usage year of AYA bank.

4.2.1 Gender

The respondents are not only males, but also females. Table (4.1) show the gender of respondents.

Table (4.1) Number of Respondents by Gender

Gender	Number of Respondents	Percent
Male	46	77
Female	14	23
Total	60	100

Source: Surveyed Data, 2016

As shown in Table 4.1, the sample consists of 46 males and 14 females. In terms of the percentage, male respondents share 77 percent of the sample while female respondents share 23 percent of the sample. Therefore, male respondents are more than female.

4.2.2 Respondent's Age Group

Ages of the respondents are classified into three groups. Table (4.2) and figure (4.2) presents the distribution of the age of respondents.

Table (4.2) Number of Respondents by Age Group (in years)

Age (in year)	Number of Respondents	Percent
30 – 39 years	5	8.30
40 – 49 years	30	50.00
50 and above	25	41.70
Total	60	100.00

Source: Surveyed Data, 2016

Ages of respondents are classified into three groups. 30 respondents fall in the age group between 40 and 49 years, followed by 25 respondents fall in the age 50 and above, and remaining 5 respondents fall in the age between 30 and 39 years. In term of percentage share, the age group between 40 and 49 years accounted for the highest share of 50% whereas the age group between 30 and 39 years accounted for the lowest share of 8.3%. This result shows that most of royal customer of AYA bank are between 40 and 49 years old.

4.2.3 Education Level

Table (4.3) presents the distribution of education levels of respondents. There are three education levels among the respondents in the sample: graduate, and post graduate.

Table (4.3) Number of Respondents by Education Level

Education Level	Number of Respondents	Percentage
Under Graduate	3	5.00
Graduate	42	70.00
Post Graduate	15	25.00
Total	60	100.00

Source: Surveyed Data, 2016

The education levels of respondents can influence on the perception of the CRM practices of AYA. According to the Table 4.3 and Figure 4.3, 70% of the total respondents are graduates. Other 25% of respondents are post graduate and 5% of respondents are under graduate. Therefore; majority of royal customer of AYA bank are graduated from university.

4.2.4 Marital Status

Marital Status is divided into two categories; single and married. Marital status of target respondents has been surveyed for this study. This is showed in the following Table (4.4).

Table (4.4) Number of Respondents by Marital Status

Category	Number of Respondents	Percent
Single	5	8.30
Married	55	91.67
Total	60	100.00

Source: Surveyed Data, 2016

As shown in Table (4.4), the largest sample of respondents is single, holding 92%, which are more than married ones, as a percentage of 8% from this result.

4.2.5 Number of Respondents by Types of Business

When the selected respondents are asked about their types of business, results are shown in the following Table (4.5).

Table (4.5) Number of Respondents by Types of Business

Type	Number of Respondents	Percent
Trading	35	58.00
Manufacturing	15	25.00
Services	10	17.00
Total	60	100.00

Source: Surveyed Data, 2016

There are three type of respondent's working industry in survey questionnaire: Trading, Manufacturing and Services. It is found that 35 respondents are working in trading business industry, 15 respondents are working in manufacturing industry and remaining 10 respondents are working in services industry respectively. In this result, it can be seen that most of the royal customer of AYA bank are working in trading industry with 58% of the total respondents.

4.3 Analysis on Customer Perception towards CRM Practice of AYA Royal Banks

This section is analyzed by 5 dimension which are currently utilized in AYA bank for royal customers.

- 1 Efficiency
- 2 Courtesy
- 3 Professionalism
- 4 Reliability and
- 5 Convenience

This section presents the royal customers' perception towards customer relationship management provided by Ayeyarwady Bank. Royal customers' perception is composed of efficiency, courtesy, professionalism, reliability and convenience. The 60 royal customers were asked to rate their perception of customer relationship management of AYA bank.

A. Efficiency

AYA defined standard of their services which can be compared with not only local banks but also international. E.g. Once a customer arrives, they will not have to wait more than 5 minutes to be served. They will not have to wait more than 10 minutes to complete a simple transaction or passbook issue.

In order to see the extent to which royal customers have perceived the customer relationship management toward efficiency, the descriptive statistics like mean and standard deviation for perception scores on each statement of efficiency dimension are calculated and presented in Table (4.6). The higher the average scores the higher the respondents' perception with the statement.

Table (4.6) Customer Perception on Efficiency

No	Efficiency Dimension	Mean	Standard Deviation
1	If they promise to do something by a certain time, they do.	4.50	0.50
2	AYA Bank's employee are committed to producing the highest quality for you.	4.38	0.49
3	AYA Bank's employee give prompt service to customer's request.	4.02	0.83
4	AYA Bank's employee understand my demands quickly and fulfil them definitely	3.53	0.50
5	Providing ATM's at gas filling stations and malls for easy cash withdrawals	2.57	0.50
	Overall Mean	3.80	

Source: Surveyed Data, 2016

Table 4.6 shows that most of customer satisfied that when they ask to do something for their interest, AYA bank's staff can do it for customer's needs and wants as per their promise. They commit their promise with 4.500 means, 0.50 standard deviation. According to the mean scores the second satisfaction point is they received the high standard quality of service that they requested with 4.383 means and 0.83 standard deviation. In the efficiency perspective, the most customers are little satisfied on the providing of ATM's at gas filling stations and malls for easy cash withdrawals. AYA bank's employee understand the customer's demands and fill this demands promptly. Overall mean scores of efficiency is 3.90. Therefore, it can be concluded that royal customer perception of CRM on efficiency dimension is positive and high.

B. Courtesy

The bank set golden service standard, employee doing their work in line with this golden service standard. These golden rules intend to give the great services towards the royal customer of the AYA Bank.

In order to see the extent to which royal customers have perceived the customer relationship management toward courtesy, the descriptive method like mean and standard deviation for perception scores on each statement of courtesy dimension are calculated and presented in Table (4.7).

Table (4.7) Customer Perception on Courtesy

No	Courtesy Dimension	Mean	Standard Deviation
1	AYA bank's employees takes responsibility for the call to a satisfactory end.	4.55	0.50
2	AYA bank's employees are polite, sincere, helpful and kind with customers	4.52	0.50
3	AYA bank's employees are always willing to help customers.	4.47	0.50
4	AYA bank's employees always look and listen attentively to what customer's needs.	4.15	0.84
5	AYA bank's employees are ready to apologize for customer inconvenience.	4.02	0.81
	Overall Mean	4.34	

Source: Survey Data, 2016

Table 4.7 shows that the personnel of AYA bank takes responsibility for the call to a satisfactory end with 4.55 with 0.50 standard deviation, they never drop their telephone conversation before permission from their customer. AYA bank's employees are welcome its customers with a warm smile, with positive body gestures or comment and need to deliver its services in an efficient, confident manner which is the second mean score of 4.517 and 0.50 standard deviation. They always start with the standard scripts and magic words. In the courtesy the lowest mean point is 4.017 and the lowest standard deviation point is 0.81 in AYA bank's employees ready to ask for forgiveness of any customer inconvenience. But it is still above the normal condition and it is acceptable by management. The best way to soothe an angry or disgruntled customer is by empathizing with them and accepting the responsibility for what has happened to them. This will create the loyal relationship with the royal customers who are giant corporate partner. Overall mean scores of courtesy is 4.340 means. Therefore, it can be concluded that royal customer perception of CRM on courtesy dimension is positive and high.

C. Professionalism

Royal banking staffs provide the special service to the royal customer which is beyond the banking service. To present a professional, businesslike image to clients,

visitors, customers and the public, employers implement dress and appearance policies requiring formal business attire. Royal Banking Staffs provide the special service to the royal customer which is beyond the banking service.

In order to see the extent to which royal customers have perceived the customer relationship management toward professionalism. As per the descriptive statistics like mean and standard deviation for perception scores on each statement of professionalism dimension.

Table (4.8) Customer Perception on Professionalism

No	Professionalism Dimension	Mean	Standard Deviation
1	AYA bank's staff never request for any benefits or rewards or gifts from customer.	5.00	0.00
2	Customers feel AYA bank has the ethic to keep the information of transactions safety	4.57	0.50
3	AYA bank's employee has the sufficient knowledge to deliver their service	4.00	0.78
4	AYA bank's contacts with me and informs me about new campaigns and products	3.93	0.80
5	AYA bank's current activities reflect a strong focus on the client	3.50	0.50
	Overall Mean	4.20	

Source: Surveyed Data, 2016

The AYA bank's staff never request for any benefits or rewards or gift from customer when they providing their service. All of 100% customers are strongly agree this view point with prove that these point get the maximum mean. This is the strictly rule and give the big punishment when they know. The second agree point is customers feel AYA bank has the ethic to keep the information of customer's transactions confidential at all times with 4.567 means and 0.50 standard deviation. This is also the important point in the banking service. It is need to higher point for the customer. Fortunately, AYA bank's customer perspective gives the higher rating on it. Each AYA bank's staff assigned to provide the 20 royal customers. All of them

are come from big organization. So they have so many demands (needs and wants), at the sometimes they want the different services simultaneously. At that time AYA bank's employees can lose their focus of the client several needs and wants to fulfil in the same time.

D. Reliability

Reliability refers to the ability to deliver expected standard at all time, how the organization handle customer services problem, performing right services for the first time, providing services within promised time and maintaining error free record. Therefore AYA bank appointed the one service champion in every branch ensure to get the reliability of the customers. Reliability are divided into five statement and the higher the average scores the higher the respondents' agreement with the module.

Table (4.9) Customer Perception on Reliability

No	Reliability Dimension	Mean	Standard Deviation
1	AYA bank's online transactions are always accurate.	4.52	0.50
2	I consider myself to be the loyal customer of this bank	4.50	0.50
3	I feel AYA bank very reliable	4.45	0.50
4	AYA bank's performs the service correctly the first time	3.55	0.50
5	AYA bank's employees act their customers' best interest with their heart.	3.53	1.24
	Overall Mean	4.11	

Source: Surveyed Data, 2016

The descriptive statistics like mean and standard deviation for perception scores on each statement of reliability dimension are calculated and presented in Table (4.9). The highest perception on reliability is AYA bank's online transactions are always accurate and update with 4.517 means and 0.50 standard deviation. This mean that any customer who subscribe the internet banking service. They can check their balance by using internet.

AYA bank's employee's act their customers' best interest with their heart is the lowest satisfaction point in this dimension. AYA banks have to train their employees both of the physically and mentally to get more satisfaction this point.

AYA bank's performs the service to ensure accuracy of information provided to the customers is the second lowest point with 3.550 means and 0.50 standard deviation. AYA royal bank's customer do the huge amount of transaction and big project. So the employees work performance need to correct in the first time. There is a highest risk among the other banking Services. So AYA bank should be consider how to get more and more points in this facts.

E. Convenience

For the convenience and comfort of all customers, all of the buildings are cleaned and well maintained regularly. It also has parking availability, cleanliness of surrounding areas, bright and clearly visible signboards and ATMs in bright and clean areas. Staffs must keep their workplace clean and tidy at all times. There are many facilities which will make the customers comfortable and convenient such as air con. In addition, security guards, alarms, and CCTV cameras on every entrances and exits of the bank in order to feel safe to the customers. There will also be sufficient seats for the customers to wait, provision of water and refreshment while waiting.

Table (4.10) Customer Perception on Convenience

No	Convenience Dimension	Mean	Standard Deviation
1	The physical environment of the AYA bank's workplace clean, tidy and comfort.	5.00	0.00
2	Providing free drinks at banking halls for waiting customers	4.53	0.50
3	AYA bank's beyond the banking service is better than other bank	4.02	0.77
4	I satisfied employee of AYA bank assisting with forms filling, cash carrying?	3.93	0.80
5	The products and services offered by AYA bank's meet my needs.	3.78	1.08
	Overall Mean	4.25	

Source: Surveyed Data, 2016

All of AYA customer's response to this study satisfied that AYA bank workplace are clean and tidy at all times and air con are in good working order and lighting bright are in good working condition. Some of respondent are also satisfied that AYA's provide sufficient seats while waiting and refreshment program while customer waiting time with 4.533 means and 0.50 standard deviation. But some of products and services offered by AYA bank are not fully align with their customer needs. But more than average level are satisfied these service. In this issues, AYA bank can make the detail requirement of some customer desire and this can innovate the new product and service.

4.4 Analysis of the customers perception on the Five Dimension of CRM Practices in AYA bank

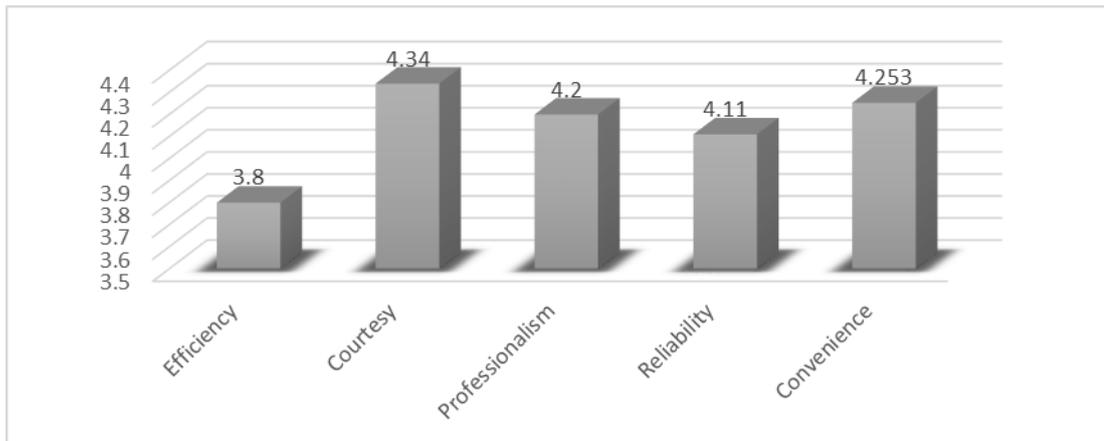
In the comparative analysis of five dimension of royal customer's perception on the CRM practices of AYA bank. They are efficiency, courtesy, professionalism, reliability and convenience. It will be taken the average of each dimension by their corresponding statement, for instance "efficiency" as one of the five dimension contains five statement, it will take the average of five modules under the royal customer's perception on the CRM practices of AYA bank and compare with other dimension average to see which dimension relative more perceived. The overall mean scores of each parts are illustrated in Table 4.11 and Figure 4.6.

Table 4.11 Overall Mean Scores for Each Dimension

Dimension	Overall Mean Scores
Efficiency	3.80
Courtesy	4.34
Professionalism	4.20
Reliability	4.11
Convenience	4.25

Source: Surveyed Results, 2016

Figure 4.1 Bar Chart of the Overall Average for Each Dimension



Source: Surveyed Results, 2016

The corresponding mean scores of the employee's perception of courtesy which the highest score as compare to other dimension, so it is concluded that for employees in AYA Bank is the most perceived dimension. Though efficiency has the lowest score of all i.e. 3.8. But still the score is positive and it indicates that efficiency is also high perceived dimension for CRM Practice on AYA Bank.

CHAPTER V

CONCLUSION

In the competitive banking markets, customers are the key to maintain a competitive advantage. The focus of CRM promote the banking abilities to understand their customer's needs more precisely and also helped them to understand their behaviors. AYA royal banking service is a customer oriented services aim to provide the beyond the normal banking service to their corporate giant customers.

5.1 Finding

The study found that CRM activities have been conducted by AYA bank since 2015. The study observed that the AYA royal banking service is the first ever and only one services in Myanmar banking sector. Banking sector is needed to understand more on customer's needs and their attitude so as to build a long term relationship with banks. The study intended to identify the practices of customer relationship management in AYA bank and to examine the royal customer perception on customer relationship management practice of AYA bank. This study mainly used the AYA bank's CRM Practice Framework with the 5 critical channels toward the customer loyalty. Various CRM practice channels have been identified that are closely linked with customer satisfaction and loyalty.

The 60 out of 128 royal customers were selected to rate their perception of CRM practice of AYA bank. All of the customers are satisfied that AYA royal banking staff never request for their own interest, rewards from customer. This is the key important things in Banking Sector. In recently one of the local bank's two Key staff are request and accept the gift make the fraud on banking transaction. AYA bank royal customer satisfied the efficiency of the AYA bank operation department except ATM Service. They need more ATM Machine in the crowded area such as gas filling stations and shopping malls for easy cash withdrawals. Even though ATM service is started in 2012 and customer request more and more ATM machine.

Most of royal customer are satisfied the courtesy service of AYA bank. And they reliable on the AYA banking transaction. But they can't feel that AYA's employees act their customer's best interest with their heart and even though they just

do it their duties professionally. In the professionalism perceptive, some of the customer are satisfied the AYA Bank's current activities, some are not satisfied that because they think current activities not too much reflect a strong focus on the client desire. They rating point is the lowest point on that fact.

5.2 Suggestion

Even though AYA is leading role in the customer centric banking which provide the beyond the banking service, they need to maintain their current service on effectively and efficiently in the future. CRM Training for royal customers should be provided to all employees of AYA not only for staff of royal customers. Training programs with CRM are crucial for employees, especially front line staff, and customer relationship managers who regularly interact with customers. This is the first time study on the customer perceptive of CRM Practices on AYA bank. They do not regularly review on the customer perceptive. Therefore, CRM policy and practices should make continuously to improve satisfaction of customers. According to request of royal customers, management of AYA should provide more ATM Machines and increase withdraw amount of money per day .Therefore, AYA should reconsider their request and should be provide more and more service in line with the Central Bank's current instruction, rules and regulation.

5.3 Need of Further Study

This study only focuses on the royal corporate customer in royal banking service in only AYA bank and this study could not present normal customer of other branches because of time limitation. Therefore, the normal customer perceptive should be needed to observe and CRM practices of the whole banking sectors should be analyzed.

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SECTION (II)

Statements Relating to Royal Customer's Perception upon CRM of AYA Bank

The end- user did a self-evaluation in terms of factors referring to the perception of the royal customer's of AYA Bank. The possible responses ranged from 1 (strongly disagree) to 5 (strongly agree).

Sr	Factors	1	2	3	4	5
Efficiency						
1	Extending banking hours to cater for customer needs.					
2	Providing free ATM charges for customers of AYA Bank.					
3	The personnel of this bank understand my demands quickly and fulfil them immediately.					
4	I do not wait for long at this bank while doing my work.					
5	Providing ATM's at filling stations and malls for easy cash.					
Courtesy						
1	AYA Bank is good relationship with customers.					
2	AYA bank has the quick response to customer request.					
3	AYA bank is giving prompt services to the customers.					
4	AYA bank has kindness in helping customer at help desk service.					
5	The personnel of this bank are sincere, helpful and kind.					
Professionalism						
1	This bank contacts with me and informs me about new campaigns and products.					
2	The personnel of this bank have enough experience and information.					
3	The personnel has the sufficient knowledge to deliver their service.					
4	The bank has the ethic to keep the information of transactions safety.					
5	AYA bank's staff never request for any benefits or rewards or gifts from customer.					
6	I satisfied the AYA bank's types of services available, features, terms and fees.					

Sr	Factors	1	2	3	4	5
Convenience						
1	This bank contacts with me and informs me about new campaigns and products					
2	AYA bank is better than other bank.					
3	AYA bank make different from its rivals is that it can make good relationships with its customers.					
4	Delivering and picking up cash from customers at their workplaces					
5	I satisfied staff of AYA bank assisting with forms filling, cash carrying.					